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THE MEDICAL COUNCIL OF CANADA (MCC) provides independent, objective assessments that medical regulatory authorities (MRAs) use to ensure that practising physicians in Canada have the knowledge, skills, and professional behaviours required to meet the standards of patient safety.

We are part of a system of assessment that supports safe health care in Canada. Our examinations assist candidates in meeting the qualifications needed for full licensure in Canadian provinces and territories. This approach is similar to the models of other professional disciplines, where standard requirements must be met to receive a licence. In addition, the MCC is an expert at verifying and securely storing medical credentials, and offers candidates and physicians data management services that are required on their path to licensure and beyond.

The MCC collaborates with interested parties, including provincial and territorial MRAs, Canadian universities, medical educators, and other partners to ensure that our examinations for Canadian and international candidates are rigorous, defensible, and effective at supporting safe care for people across Canada.





in review	MCC Council meeting	MCC 360 reaches 5,000 participants
MCC presents at the International Congress on Academic Medicine (ICAM) in Québec 12 Start of the April 2023 MCCQE Part I session (to May 25) 09 Sept. 2023 NAC Examination application opens NAC Examination at various exam centres in Canada	Blueprint revision of MCCQE Part I and NAC Examination begins 22 Launch of PRA program in Ontario 19 MCCQE Part I results for the April 2023 session 15 Publication of the June 2023 ECHO newsletter 16 Announcement of changes to the MCCQE Part I in 2025 17 NAC Examination results for the May 2023 session	27 28 2923 MCC Annual Meeting (to Sept. 28) Kate Wood elected as Council President/ new members join 16 Dr. Viren Naik appointed as new MCC CEO effective Jan. 1, 2024 14 Announcement of 2023 MCC Awards recipients 16 Publication of 2022- 2023 MCC Annual Report 27 Australian Medical Council's visit to the MCC NAC Examination at various exam centres in Canada (to Sept. 10)
APRIL MAY	JULY	AUGUST SEPTEMBER

31	NAC Examination results for the Sept. 2023 session	28 27	May 2024 NAC Examination application opens Expert panel advise on new blueprints for MCC's examinations (to Nov. 29)	or				28	Meeting of the national Working Group for the NRP	26	NATIONAL REGISTRY of physicians First iteration of the NRP is delivered to the MRAs MCCQE Part I results for the
		23	Publication of the Nov. 2023 ECHO newsletter	9		24	Start of the Jan. 2024 MCCQE Part I session (to Feb. 21)	24	MCC at the Ottawa 2024 Conference in Melbourne, Australia (to Feb. 28)		Jan. 2024 session
18	Start of the Oct. 2023 MCCQE Part I session (to Nov. 8)					17	Launch of the redesigned MCC website			21 15	MCC Council meeting Free education
11	Launch of PRA program in New Brunswick	10	Dr. Naik at the NCIME Council meeting	13	MCC Council meeting MCCQE Part I results for the Oct. 2023 session	09	New leadership at the MCC			10	resources on cultural competency added on mcc.ca
		01	MCCQE Part I results for the Aug. 2023 session	01	The Senate of Canada recognizes Dr. Maureer Topps and the MCC's essential role	า				02	MCC Council and Executive team draft strategic plan (to March 3)
OCTOBED	2	NOVEMBER	<u> </u>		DECEMBER	AGRIINVI		Vakilagil	TEDROAN	113047	MAKCH
	click on icon to view links					6					



AS PATIENTS IN CANADA continue to face a shortage of primary care physicians and health care providers, health human resources remained a top concern for the MCC's partners and interested parties this past year. Across Canada, attention is focused on transforming the system and improving access to safe care.

In 2023-2024, the MCC advanced the work previously started on multiyear projects that will facilitate licensing decisions by MRAs and support candidates and physicians on their route to licensure. We made significant progress on key initiatives in physician assessment and information management. We also began exploring additional ways we can leverage our expertise to serve MRAs and candidates, and

act as an agent for change, as leaders across the health sector look for innovative approaches to reshape health care in Canada.

We closed the year by laying the foundation for a new strategic plan that will anchor our future work, with objectives geared toward the needs of international medical graduates (IMGs), streamlining the credentialing and assessment process, and fostering collaboration with partners.

The common thread through these activities is the MCC's commitment to serving the regulatory system in its response to current health human resources needs. The way we support MRAs and adapt to the needs of candidates is also evolving to serve safe patient care.



president

IT WAS A PRIVILEGE TO JOIN the MCC

Council in 2019 and participate in important work that underpins Canada's health care system. Our Council functions as a true team, and in my new role, I look forward to continuing our work to help the MCC make progress on priorities that serve medical regulatory authorities, candidates, and others, as we all play our role in service of safe patient care for people across Canada.

Like many organizations, the MCC has gone through a period of profound transition. The magnitude of the challenges in Canada's health care system means more change needs to happen. The MCC can help propel that transformation. The medical assessment community recognizes the MCC for our expertise and as a hub that brings organizations together in common purpose. Our ability to stay nimble without losing sight of our value will help us strengthen the system for everyone's benefit.

Strong governance enables organizations like the MCC to excel at what we do by highlighting our contributions and helping us focus resources where we can have the biggest impact. I am grateful to Dr. Bruce Wright for being a champion of strategic planning during his tenure. Building on the work he started, I am excited to refine our governance tools to ensure they provide a north star to guide our team as we explore new ways to meet urgent needs.

I am proud of the work by Council this past year to develop a strategic plan and key performance indicators that will help us monitor our progress. The plan is practical and action-oriented, and it provides flexibility so we can support a rapidly changing environment.

Just like a traveller needs a map to succeed on an epic voyage, every organization needs a strategic plan to navigate through new territory. This past year, we charted the course. Looking ahead, we have the right team in place to make the progress we need, and they have our Council's full support.



MESSAGE FROM THE

chief executive officer

AS A PRACTISING CLINICIAN privileged to collaborate with dedicated health care professionals, I am constantly inspired by their commitment to serving those in need. These core values not only ground me but also provide perspective as I commence my tenure as CEO. Ultimately, the MCC must serve the health care system and contribute to solutions that safely increase the number of physicians providing care in Canada.

In 2023–2024, we worked with our partners in meaningful ways. I extend my gratitude to Dr. Maureen Topps for her visionary leadership, which enabled the MCC to establish the groundwork for a new National Registry of Physicians. This initiative will address gaps in data management and integration for MRAs. We assisted two additional provinces in implementing Practice-Ready Assessment programs, thus creating more pathways to licensure for international medical graduates. We also advanced our work to ensure the general competencies we assess—benchmarks regulators rely on for licensing decisions—evolve with our collective understanding of safe patient care.

Fundamentally, the MCC is a dedicated service provider. We offer products and services to the medical education community and regulators, to ensure that practising physicians in Canada possess the requisite general knowledge, skills, and professional behaviours needed for safe patient care. Having been part of this organization before assuming this leadership role, I have a deep appreciation for our team's dedication to high-quality assessments and credentialing. The urgency to improve access to health care services is palpable, and recruiting and retaining physicians is a crucial part of our response.

So, where does the MCC go from here? We need to respond to the needs of the system with thought leadership, lean into our focus on service, and explore how we can leverage our expertise and partnerships—national and international—for innovative and efficient licensure routes. Our commitment to service must extend to our candidates, many of whom have graduated and practised in international jurisdictions, aiding them in navigating the complexities of credentialing and licensure in Canada.

By building on our achievements and listening to the needs of our candidates and the regulatory system, we will adapt and better serve.





In 2023–2024, the MCC worked with MRAs and other interested parties to support more IMGs and made it easier for all candidates to find the information they need on their licensure path.

PHYSICIANS IN CANADA IN 2022*



27% of physicians = IMGs

31% in family medicine

* Canadian Institute for Health Information. (2022). <u>A profile</u> of physicians in Canada.

EXPANDED MCC SERVICES PROVIDE MORE OPPORTUNITIES AND SUPPORT FOR IMGs PRACTICE-READY ASSESSMENT (PRA) programs play an important role in alleviating health human resource challenges by fast-tracking the route to licensure for physicians who completed their medical training and residency

abroad.

In 2023–2024, Ontario and New Brunswick launched their PRA programs and joined seven other provinces in a pan-Canadian collaboration called the National Assessment Collaboration (NAC) PRA framework. In addition, in 2024 British Columbia tripled the capacity of its PRA program.

The NAC PRA was developed for IMGs who have completed residencies and practised

independently outside of Canada. Overseen by the MCC, it builds on existing provincial assessment programs to help qualified IMGs enter Canadian practice. Through this framework, the MCC ensures the implementation of common standards and tools across participating provinces.

For 12 weeks, under the supervision of trained physician assessors, a PRA candidate's skills are observed and assessed in appropriate clinical settings for readiness to practise in Canada. Successful candidates obtain provisional licensure, and most are fully licensed within two years.

In the last year, PRA programs helped over 200 internationally trained physicians enter the Canadian health care system to practise.

To apply for a PRA program, candidates must pass the Therapeutics Decision-Making (TDM) Examination. Since January 2024, the exam has been offered in both English and French. With a session planned for September 2024, the MCC is also offering the TDM Examination more frequently, delivering it three times a year. Providing more opportunities for qualified candidates to take the exam supports ongoing efforts by provincial PRA programs to increase the intake of internationally trained physicians.

• • •

IMGs rely on the MCC's website for the information and resources they need to support their readiness to practise in Canada. Enabled by funding from Employment and Social Development Canada (ESDC)'s Sectoral Workforce Solutions Program, the major redesign of the MCC website this year makes it easier for

all candidates to find relevant information. The new site launched in January 2024 and features:

- A modern, mobile-friendly design that adapts to users' devices
- Streamlined navigation to minimize the number of clicks to access the most searched and visited pages
- Updated page structure that reflects how candidates and partners typically navigate the site
- New content to help answer common questions, including information on the pathways to licensure for international and Canadian medical graduates
- Improved Examination Objectives section, including the ability to easily download all or individual medical objectives

These improvements were informed by extensive user testing and consultation with partners to help us understand how we could offer a better service to site visitors.

GORDON GIDDINGS.

MD. MBA. FCFP. CCPE. CHE

MCC Vice-President
Governance and Nominating
Committee member



"In light of the current health human resource challenges and physician shortage, the work of the MCC in providing assessments takes on further importance. The MCC's partnership with the federal government and the medical regulatory authorities is key to building solutions that will help address the gap in the system for IMGs to enter practice in Canada."

• • •

WITH funding support from Health Canada, the MCC initiated a project with Queen's University to explore opportunities for expanding the PRA route to provide additional career pathways for qualified IMGs. This work also aims to determine how IMGs who demonstrated their general competencies by passing the MCC examinations but were not selected for postgraduate training or a PRA can contribute their skills to the health care system. The views expressed herein do not necessarily reflect those of Health Canada.



MEDICAL COUNCIL OF CANADA
QUALIFYING EXAMINATION (MCCQE)
PART I

7,641

candidates over 4 sessions

5,551

at test centres

80+

countries

2,090

by remote proctoring

ARGEST SESSION APRIL 2023

3,890 registered candidates

3,209

in English

681

in French

NATIONAL ASSESSMENT COLLABORATION (NAC) EXAMINATION

1,561

candidates over 2 sessions

746

physician examiners

1,480

standardized participants

24

site administrators

44

chief examiners

M A Y 2 0 2 3 7

exam centres in 4 provinces

SEPT. 2023 9

exam centres in 5 provinces

THERAPEUTICS
DECISION-MAKING (TDM)
EXAMINATION

362

candidates / 327 in 2022-2023

an additional session was delivered to allow

18

candidates entering Practice Ready Ontario to be assessed

ALL ASSESSMENTS

216

candidates received test accommodations

AT A GLANCE

PRA PROGRAMS IN CANADA

FROM JANUARY 1, 2023 TO MARCH 31, 2024*



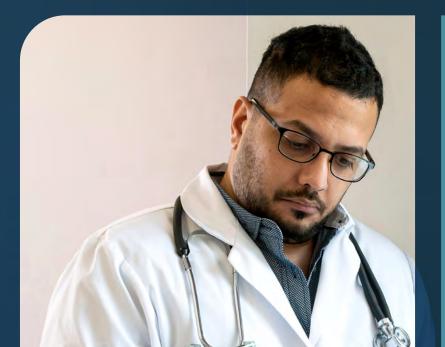
NEW CULTURAL COMPETENCY RESOURCES AVAILABLE FOR ALL CANDIDATES AND PHYSICIANS INTERNATIONALLY trained physicians and those trained in Canada are increasingly expected to demonstrate cultural competence and encouraged to deepen their cultural understanding to support their success on assessments and in practice.

In March 2024, free high-quality resources were added to the curated <u>list of reference materials</u> on the MCC website.

Many of the resources were developed by equity-deserving groups and subject matter experts on topics including Black health, Indigenous health, mental health, 2SLGBTQQIA+ health, and substance use. These resources are valuable tools to help candidates prepare for an MCC examination and for physicians to better understand and adapt to the Canadian context.



free high-quality resources



2

DELIVERING ASSESSMENTS THAT FACILITATE LICENSING DECISIONS BY MRAS

IN 2023–2024, the MCC advanced work to ensure our assessments keep pace with evolving needs for safe patient care.



With continued multiyear funding support from ESDC, we built our work from last year, focusing on interconnected projects that will improve candidates' experience and update our assessment framework—our blueprints—to reflect new competencies for patient safety. We also partnered with health advocates and educators to assist in developing new exam material and medical education tools.

MCC ENSURES EXAMS EFFECTIVELY ASSESS COMPETENCIES TO PROVIDE SAFE PATIENT CARE

FUNDING SUPPORT from ESDC enabled the MCC to complete the next phase of work updating the format of the Medical Council of Canada Qualifying Examination (MCCQE) Part I. The changes will improve the overall candidate experience and allow us to release results more quickly, helping candidates meet matching and application deadlines.

In February 2024, we <u>unveiled the details</u> of the optimized and shortened MCCQE Part I, which will consist of two sections of multiple-choice

questions (MCQs). While the clinical decision-making component will be removed, the integrity, validity, and reliability of the MCCQE Part I will remain the same, with MCQs continuing to assess the general competencies physicians need to provide safe patient care. The new format will be used starting in April 2025.

. . .

DANIEL FAULKNER.

HBSc. MBA

MCC Council member
Governance and Nominating
Committee member



"The training and regulation of all health care professionals in Canada are now, more than ever, challenged by complex issues and a rapidly changing legal, political, and ethical environment.

The MCC is a critical part of the health care system: Council and staff together are integrating our expertise, focus, and innovation to navigate system-wide opportunities, and to create and deliver physician assessments that matter first and foremost to patients and their medical care."

DEVELOPING MCC examinations is a rigorous process. ESDC funding enabled the MCC to complete the new content framework, or blueprint, for our two large-scale examinations, the MCCQE Part I and the NAC Examination. The blueprint describes the content and emphasis of our examinations, reflecting the knowledge, skills and behaviours required by physicians, regardless of specialty. It is also used to determine test weighting, and helps ensure consistency between examination forms. Regular updates to the blueprint, and subsequently, our examinations, help ensure physicians have the

general competencies they need to provide safe care to patients across Canada.

In 2023, the team working on the Blueprint Project gathered data from a diverse range of sources including national surveys, literature reviews, focus groups, and key informant interviews. Initial findings were presented to a panel of external subject matter experts for review and recommendations, and the updated blueprints and test specifications were approved by the MCC Examination Oversight Committee (EOC) in December 2023.

LAURIE POTTER,

MEd, MD, FRCPC

Registrar, College of Physicians and Surgeons of New Brunswick



"The MCC serves as a unifying force, bringing together regulatory bodies, health care stakeholders, and government entities to collectively address challenges and drive innovation in medical regulation. Through collaboration and shared expertise, the MCC facilitates continuous improvement in health care delivery and medical profession regulation."

THE MCC's assessment content is informed by consultations with other leaders in the medical community and is also used to support medical education. In 2023, the Black Health Education Collaborative and other experts guided the MCC on its journey to create examination content that will help address the concerns and safe care of Black patients.

. . .

The MCC also collaborated with the Association of Faculties of Medicine of Canada for the development of eight postgraduate medical education and eight continuing professional development modules to help Canadian medical schools respond to the opioid crisis. A <u>free online and bilingual curriculum</u> was launched, which includes resources to better equip current and future physicians on pain management, opioid use disorder, and opioid stewardship.



MCC PREPARATORY PRODUCTS

11,000+

products purchased

2.543

PE-Lite purchased

13

Canadian and int'l medical schools purchased products

94%

users would recommend MCC products

WE ARE DEVELOPING NEW PREPARATORY PRODUCTS THAT ALIGN WITH THE CHANGES PLANNED IN 2025.

THE MCC 360 MULTI-SOURCE FEEDBACK PROGRAM FOR PRACTISING PHYSICIANS ENTERED ITS FIFTH YEAR AND CONTINUES TO GROW.

physician enrollment

企21%

over last year

5,700⁺

MCC360

EXAMINATION STATISTICS

FROM APRIL 1, 2023 TO MARCH 31, 2024

		2022	- 2 0 2 3	2023-2024		
		Tested (#)	Pass rate (%)	Tested (#)	Pass rate (%)	
MCCQE PART I	First-time CMG* takers	2,931	93	2,979	94	
	Repeat CMG takers	173	80	180	79	
	First-time IMG** takers	2,936	59	3,266	57	
	Repeat IMG takers	1,229	39	1,212	40	
	TOTAL	7,269	70	7,637	69	
NAC EXAMINATION	First-time takers	1,410	86	1,314	81	
	Repeat takers	306	85	245	79	
	TOTAL	1,716	86	1,559	81	
TDM EXAMINATION	TOTAL	327	87	362	89	

For the MCCQE Part I and the NAC Examination, statistics are consistent with the summary report generated and sent to EOC members. The report is based on the MCC's fiscal year. For the TDM Examination, statistics may differ slightly from the summary report shared with EOC members, which is based on the calendar year. No Standing and Denied Standing are not included in the examination statistics.

Numbers may also slightly differ from other documents and material due to post-exam events, such as reconsideration requests that may result in changes to candidates' status (No Standing and Denied Standing).

* CMG CANADIAN MEDICAL GRADUATES (graduates of Canadian medical schools)

**IMG INTERNATIONAL MEDICAL GRADUATES (graduates of medical schools outside of Canada)





In 2023–2024, the MCC achieved a major milestone on the first phase of the National Registry of Physicians (NRP). We also made headway on an initiative aiming to enhance the process to apply for a licence to practise medicine in jurisdictions of interest.

THE MCC ADVANCED WORK
ON TWO PAN-CANADIAN
PLATFORMS THAT SECURELY
CONNECT MRAS WITH
PHYSICIAN AND CANDIDATE
INFORMATION

BUILDING ON WORK started last year with funding from ESDC, the MCC substantially completed phase one of the NRP, the first nationally integrated source of data on physicians in Canada.

The NRP will fill a significant information gap for MRAs by providing a single snapshot of physicians who are licensed for independent practice in Canada and the jurisdiction(s) in which they practise. In 2023–2024, a framework was developed for a new Data Governance

Advisory Committee, to launch later in 2024, which will establish guidelines for data collection and use.

The centralized, shared, and comprehensive source of integrated data for physicians licensed in Canada will facilitate information sharing between MRAs, such as information about physicians' registration profiles, including their practice locations and qualifications.

JAMIE OSMOND,

1PA

Associate Registrar and Director of operations, College of Physicians and Surgeons of Newfoundland and Labrador Chair of the NRP Working Group



"Through dedication and leadership of medical regulatory authorities and MCC staff, the NRP Working Group has marched steadily towards its implementation goals. Consensus on data elements and operational processes continues to evolve while always keeping an eye on future innovation. Building on the initial vision of the NRP, remarkable team efforts have been made towards a shared, pioneering goal."

In the near term, the NRP will enhance physician mobility by giving MRAs easy and secure access to the information they need to make timely licensing decisions when a physician moves from one province to another. In the long term, it will support other health care organizations collaborating on resource planning and make physician redeployment easier during critical periods of need.

The initiative has been guided by a working group with representatives of 12 MRAs to ensure the NRP serves their needs. While the MCC hosts the NRP, each MRA retains ownership and control of their data, which enables them to maintain compliance with their respective data management policies and relevant legal obligations in their jurisdiction.

. . .

THE MCC also advanced work to update the online platform that allows candidates to securely apply for medical registration in 12 jurisdictions in

apply for medical registration in 12 jurisdictions in Canada using their physiciansapply.ca account. This streamlines the medical registration process for candidates and MRAs by prepopulating the application with key information stored in the account, such as some medical credentials and examination results.

In collaboration with participating MRAs, the MCC began developing an improved platform with a new look and feel that will be more user-friendly for candidates. The new platform will also better meet the needs of the MRAs using this tool.

• • •

IN LATE January, the MCC responded to a cyber security incident after unauthorized activity on the servers that host candidate systems was identified. The MCC took immediate action, contacting law enforcement and industry experts, and informing individuals and organizations who trust us with their data. A full investigation found no indication that any personal data or examination content was extracted, and we returned to operations swiftly. We continue to fortify our systems against future threats and maintain the highest standard of security to protect the information we handle. We also remain committed to ongoing transparency with our interested parties.



REPOSITORY MANAGEMENT

FROM APRIL 1, 2023 TO MARCH 31, 2024

SERVICE DESK



16,039

全20% from 2022-2023

18,348 chats

136% from 2022-2023

52,383 emails

全29% from 2022-2023

REPOSITORY AND REGISTRATION CENTRE

25,315

credentials received for source verification

全27%

from 2022-2023

Educational Credential Assessment report requests received

3,350

12 **76**%

from 2022-2023

3,104

Licentiates of the Medical Council of Canada awarded

REPOSITORY AND REGISTRATION CENTRE

2,768,209

total # of documents stored in the Repository

196,966

documents added

organizations registered to receive shared documents

477,619

documents shared







Janna Rafferty is a Senior Financial Analyst at the MCC and leads the MCC's financial oversight of projects that received funding from the Government of Canada. Ms. Rafferty shared her perspective on what financial stewardship looks like at the MCC.

FINANCIAL SUSTAINABILITY ENABLES THE MCC'S COMMITMENT TO SAFE PATIENT CARE How would you describe the overall approach to financial management at the MCC?



As a not-for-profit organization, we need to be very deliberate in how we spend each dollar. Strong financial stewardship is embedded in operations and project delivery throughout the MCC. Setting priorities and considering different cost-effective ways to achieve them are part of how everyone does business.

What do you think motivates this approach?



Across the board, people understand that effective financial management is part of ensuring the MCC's long-term health. There is also a sense of responsibility to the MCC's broader community because financial management is closely linked to reputation. There is a ingrained sense of ethics and integrity.

The Finance and Corporate Services department provides information, tools, and support to help the MCC deliver projects effectively. The team touches every aspect of the MCC's work, from payroll and financial analysis to project management and building services.

What type of support do you provide?



Internally, our role is to ensure every team has what they need to plan, manage, track, and report on their projects and budgets. We encourage people to engage the finance team early in project planning and anytime they have a question – big or small. We also respond to finance-related questions from people and organizations who use our services, such as candidates, regulators, and medical schools.

For projects that receive government funding, what different or additional things do you need to pay attention to?



Government funding comes with significant additional responsibilities, including relationshipbuilding and attention to detail. We need to ensure that every claim we submit for reimbursement meets the criteria for eligible expenses. We also need to connect those expenses to the expected outputs and outcomes for each project. We have reporting cycles to adhere to and regular communication with the funding managers to review progress and answer questions.

What do you think contributes to the MCC's success in financial management?



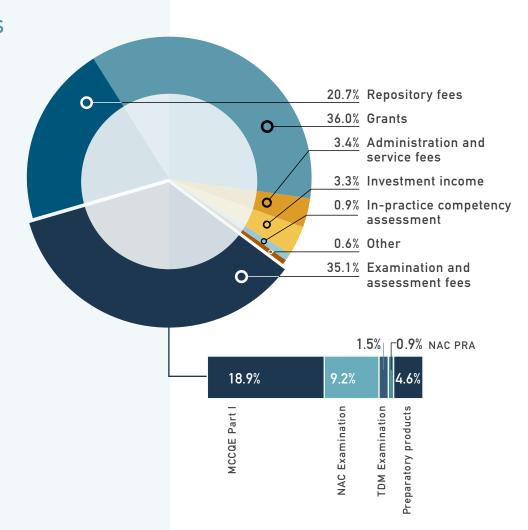
There is a high degree of professionalism and respect for the process throughout the organization. People rely on our advice, and they take our input seriously. We also have incredible teamwork within Finance and Corporate Services. Everyone is approachable and willing to support each other.

THE MCC MAINTAINS A STRONG FINANCIAL POSITION THANKS TO A NUMBER OF FACTORS

REVENUE: \$57,108,596

The MCC remained in a solid financial position in 2023-2024, which ended with an operating surplus driven by several factors.

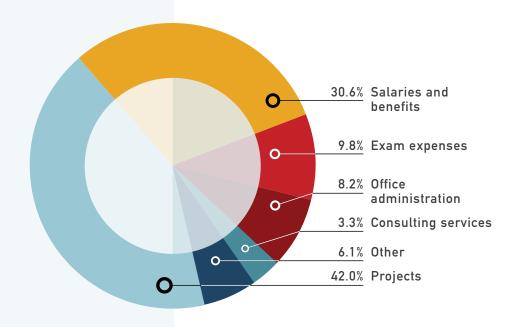
An increase in volumes for our registration and repository services represented the most significant increase in revenue this year. In addition, the MCC benefited from a higher-than-expected investment income.



Drawing on federal government support of major projects, we recovered and supported costs, including reallocated resources for exam development and some internal costs. Grant funding, notably from ESDC's Sectoral Workforce Solutions Program, contributed to the development of the National Registry of Physicians, a significant strategic priority for the organization.

We continue to manage our finances for longterm sustainability and plan for future investments that will serve licensure and help deliver safe health care.

EXPENSES: \$48.928.447



Additional financial information is available on request.



2023-2024 MCC MEMBERS OF COUNCIL



Kate Wood, Member (until Sept. 2023)



Gordon Giddings, MD, MBA, FCFP, CCPE, CHE Vice-President (from Sept. 2023) Member (until Sept. 2023)



Tanis Adey MD. MMEd. FRCPC. CCPE Member (from Sept. 2023)



Stephanie Connolly Member



Daniel Faulkner HBSc. MBA Member (from Sept. 2023)



Sarah Funnell MD. FRCPC Member



Levonne Louie Member



Scott McLeod MD, MPH, MPA, CCFP, FCFP Member (until Sept. 2023)



Cyril Moyse Member (until Sept. 2023)



Heidi M. Oetter, MD Member (from Sept. 2023) Interim Vice-President (until Sept. 2023)



Mary Oxner PhD. CPA. CA. CFA Member



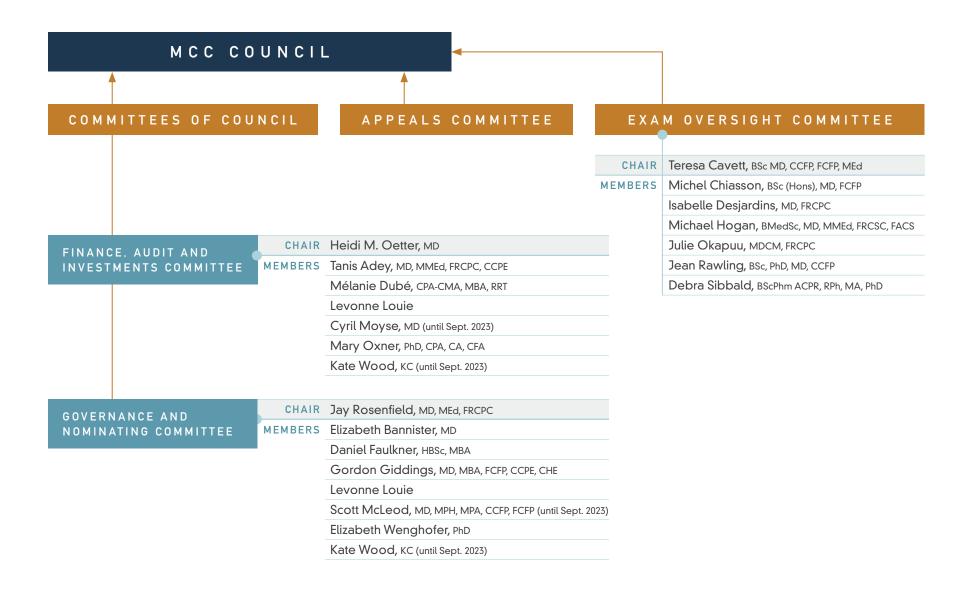
Isabelle Tardif MD, CCMF, FCMF Member



Brent Thoma MD. MA. MSc. FRCPC Member (from Sept. 2023)



Bruce Wright, MD, CCFP, FCFP Member (until Oct. 2023) President (until Sept. 2023)



EXAM CONTENT CONTRIBUTORS

The MCC recognizes the important contribution of the committee members and their work developing content for the MCCQE Part I, the TDM Examination, MCC Examination Objectives and preparatory products.

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Dr. Louis-Xavier	D'Aoust
Dr. Kien	Dang
Dr. Sampa	Das
Dr. Charles	Duffy
Dr. William	Ehman
Dr. Edward	Ellis
Dr. Daniel	Etarsky
Dr. Robert	Farrell
Dr. Gary	Gelfand
Dr. Ciaran	Goojha
Dr. Valerie	Gratton
Dr. Amanda	Hanson

Dr. Marie	Hayes
Dr. Paul Robert	Hayes
Dr. Catherine	Henin
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Dr. Peter	Jamieson
Dr. lan	Johnson
Dr. Gary	Kay
Dr. Lara	Kent
Dr. Jan	Kotarba
Dr. Anita	Kuriya
Dr. Jacinthe	Lampron
Dr. Katherine	Larivière
Dr. Mark	Lees
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Dr. Elizabeth	Mackay
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Dr. Carey	Matsuba
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Dr. Olukayode	Olutunfese
Dr. Florin	Padeanu
Dr. Hema	Patel
Dr. Jane	Pegg
Dr. Robert	Porter
Dr. Christine	Racette
Dr. Naheed	Rajabali
Dr. Martine	Robichaud
Dr. Arnaud	Samson
Dr. Richard	Scheirer
Dr. Ron	Siemens
Dr. Chris	Sikora
Dr. Sandra	Simon
Dr. Marilyn	Singer
Dr. Andrea	Skorenki
Dr. Ann	Spence

Dr. Michael	Stirling
Dr. Kent	Stobart
Dr. Katherine	Stringer
Dr. Evelyn	Sutton
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Dr. Terry	Szajkowski
Dr. Glendon	Tait
Dr. John	Thiel
Dr. Karen	Toews
Dr. Preston	Tran
Dr. Catherine	Tremblay
Dr. Albina	Veltman
Dr. Eric	Vickar
Dr. Chantal	Violette
Dr. Gaynor	Watson-Creed
Dr. Mary	Wells
Dr. Michael	Welsh
Dr. Hilary	Writer
Dr. Lauren	Zanussi

We acknowledge there are also many subject matter expert contributors to the NAC Examination content, and we thank them for their time and expertise.

NATIONAL ASSESSMENT COLLABORATION (NAC)

INTERNATIONAL MEDICAL GRADUATE (IMG) ALLIANCE

CHAIR	Elizabeth Bannister, MD
POSTGRADUATE MEDICAL EDUCATION PROGRAMS REPRESENTATIVE	Diana Chang, MD, IMHL, MPH (until May 2023)
COLLÈGE DES MÉDECINS DU QUÉBEC REPRESENTATIVE	Nathalie Duchesne, MD, IMHL, MPH (until May 2023)
MCC STAFF REPRESENTATIVE	Alexa Fotheringham
HEALTH CANADA OBSERVER	Elisabeth King, MPH (until Nov. 2023)
COLLEGE OF FAMILY PHYSICIANS OF CANADA REPRESENTATIVE	Brent Kvern, MD, CCFP, FCFP
COLLÈGE DES MÉDECINS DU QUÉBEC REPRESENTATIVE	Julie Lajeunesse, MD, FCMF
MCC DIRECTOR OF ASSESSMENT	Maxim Morin, PhD
MCC CEO / MCC CHIEF ASSESSMENT OFFICER (until Dec. 2023)	Viren Naik, MD, MEd, MBA, FRCPC
IMG REPRESENTATIVE	Ghaida Rhadi, MBBS, CCFP (until May 2023)
COMMITTEE ON HEALTH WORKFORCE REPRESENTATIVE	Terry Risbey, MSW, MPP
MCC STAFF REPRESENTATIVE	Sandra Roberts (until Sept. 2023)
POSTGRADUATE MEDICAL EDUCATION PROGRAMS REPRESENTATIVE	Anurag Saxena, MD, MEd, MBA, FRCPC
ROYAL COLLEGE OF PHYSICIANS AND SURGEONS OF CANADA REPRESENTATIVE	André St-Pierre, MBA (until Jan. 2024)
HEALTH CANADA OBSERVER	Kelly Stang (until May 2023)
TOUCHSTONE INSTITUTE REPRESENTATIVE	Andrea Strachan, MEd, TESL
MCC EXECUTIVE DIRECTOR AND CEO	Maureen Topps, MB ChB, MBA, FCFP, FRCPSC (Hon) (until Dec. 2023
HEALTH CANADA OBSERVER	Susan Weston
NAC PRACTICE-READY ASSESSMENT WORKING GROUP CHAIR	Jon Witt, MD, MPH, CFPC (EM), FCFP
FEDERATION OF MEDICAL REGULATORY AUTHORITIES OF CANADA REPRESENTATIVE	Anna Ziomek, MD

NAC PRACTICE-READY ASSESSMENT (PRA)

WORKING GROUP

CHAIR	Jon Witt, MD, MPH, CFPC (EM), FCFP
MEMBERS	Shane Aubé, MD, CD, CCFP, FCFP
	Fiona Bergin, MD, LLM, MEd, FCFP
	Nathalie Duchesne, MD, IMHL, MPH (until May 2023)
	Jill Hastings, MSc, CHE
	Julie Lajeunesse, MD, FCMF
	Ryan McCallum, MD, CD, CCFP, FCFP
	Martina Reslerova, MD, PhD, FRCPC
	Pamela Snow, MD, FCFP
	Eric Wong, MD, MClSc(FM), CCFP, FCFP, CFD



Awards

AND RECOGNITIONS



AWard Award

FOR LEADERSHIP IN SOCIAL ACCOUNTABILITY

STUDENT AWARD

Named in recognition of Dr. Bowmer's many years of service as the Executive Director and Registrar, and in spirit of his advocacy work, this award is given to one medical student and one resident who have demonstrated leadership in social accountability within the schools of medicine in Canada.

OWEN LUO, MD

Dr. Owen Dan Luo is a first-year internal medicine resident at McGill University. He designed planetary health medical education competencies and the Climate Wise slides to prepare Canadian physicians to practise in a climate crisis as a past co-chair of the Canadian Federation of Medical Students Health and Environment Adaptive Response Taskforce (CFMS HEART).

He also founded and codirects Project Green Healthcare/Projet Vert la Santé, the first-of-its-kind national community of practice of medical students leading sustainability quality improvement projects in health care systems across Canada, sharing his expertise in planetary health medical education and health care sustainability on numerous interdisciplinary national advisory boards.

As the curriculum and cohort director of the Community Health and Social Medicine Incubator (CHASM), Dr. Luo designed social entrepreneurship curricula to upscale health promotion initiatives for structurally marginalized Montreal communities co-designed by McGill students and local community organizations. He also founded Swab The World McGill to recruit ethnically-diverse stem cell donors to help Black, Indigenous and People of Colour receive potentially life-saving stem cell transplants. Dr. Luo aims to continue advocating for climate action and social justice throughout his career as a physician.



Award

FOR LEADERSHIP IN SOCIAL ACCOUNTABILITY

RESIDENT AWARD

WOLF THYMA, MD
UNIVERSITÉ
DE MONTRÉAL

Born in Haiti, Dr. Wolf Thyma is a resident physician in psychiatry at the Université de Montréal. After receiving a law degree from the same university, he also completed a medical studies there. Upon entering medical school, Dr. Thyma realized he was the only Black person in his class, while the Black community represented 10% of Montréal's population. He quickly joined the EDI (Equity, Diversity, and Inclusion) Committee of the Faculty of Medicine at the Université de Montréal, where he contributed to reforming the admissions process.

Sensitive to the experience of certain communities in Quebec, Dr. Thyma participated in the development of a program aimed at supporting those who experienced discrimination and racism, both psychologically and legally. Additionally, Dr. Thyma has given dozens of lectures in academic settings and has notably trained judges on the issue of discrimination and racism in health care.



DR. W._DALE DAUPHINEE

Award

FOR EXCELLENCE
IN MEDICAL EDUCATION

STUDENT AWARD

Named in recognition of Dr. Dauphinee's many years of service as the Executive Director and Registrar, and in support of his commitment to learning, this award is given to one medical student and one resident who have demonstrated excellence in medical education and assessment within the schools of medicine in Canada.

EDWIN WONG, MD

Dr. Edwin Wong is an adult neurology resident physician at the University of Toronto. He completed his undergraduate degree in biology and psychology at McMaster University and later completed a master's degree in neuroscience at McGill University. Following his graduate studies, he was a high school science educator in Montréal, where he began to develop a strong passion for education, particularly within the youth population.

While in medical school, he continued to explore his interests in pedagogy and advocacy, including creating and teaching a free, virtual high school summer neuroscience course

aimed predominantly at marginalized youth, coordinating a youth health care mentorship program with the Community of Support initiative at the University of Toronto, and facilitating various clinical teaching sessions for junior medical students.

As he continues his residency training, he hopes to emphasize the importance of youth outreach and health literacy in the field of medicine and pursue his interests in curriculum design and pedagogical training in health care.



DR. W._DALE DAUPHINEE

Award

FOR EXCELLENCE
IN MEDICAL EDUCATION

RESIDENT AWARD

JULIE MONTREUIL, MD Dr. Julie Montreuil graduated from the Faculty of Medicine at Université Laval and completed her family medicine residency in Baie-Comeau, a remote region known for providing health care to First Nations communities. In 2017, she obtained her undergraduate doctor of pharmacy (Pharm. D.) at Université Laval with an international profile from Université François-Rabelais in France. During her medical studies, she designed and implemented pharmacotherapy courses for her peers and taught cadaver anatomy and point-ofcare ultrasound. As a resident, Dr. Montreuil led a team of nine international researchers in updating the BEME (Best Evidence in Medical Education) 56: Interventions for undergraduate and postgraduate medical learners with academic difficulties; her leadership earned her becoming the first author on the article.

Dr. Montreuil is currently pursuing a master of health profession education at Maastricht University in the Netherlands that will enable her to acquire in-depth knowledge and skills in teaching health professionals and conducting research in medical pedagogy. Her objective is to promote evidence-based teaching models and multidisciplinary in a safe learning environment.

Since July 2023, Dr. Montreuil has also been co-leader of the "Academic Medicine" clerkship designed for residents in the Clinician Scientist Program (CSP), family medicine and other specialties. The clerkship aims to enhance research, education and management skills from a scholarship perspective.

DR. MAUREEN TOPPS

Award

FOR OUTSTANDING
ACHIEVEMENT IN THE
ASSESSMENT OF CLINICAL
COMPETENCE

This prestigious distinction recognizes an individual or group who demonstrates sustained excellence in Canadian health care and/or health care research. This award is unique in that its nominees and recipients come from a broad range of health disciplines, such as dentistry, physical therapy, and medical practice.

The award has been renamed after Dr. Maureen Topps, Executive Director and Chief Executive Officer (CEO) of the Medical Council of Canada (MCC) from 2018 to 2023. Throughout her career, Dr. Topps has accumulated a wealth of experience in numerous positions related to the assessment of competence—from roles in program accreditation and her time as a postgraduate dean to extensive committee work, most notably as Chair of the MCC National Assessment Central Coordinating Committee (NAC³)—demonstrating an unwavering commitment in this area.



DR. MAUREEN TOPPS

Award

FOR OUTSTANDING
ACHIEVEMENT IN THE
ASSESSMENT OF CLINICAL
COMPETENCE

2023 RECIPIENT

CHRISTINA ST-ONGE

Dr. Christina St-Onge is a professor in the Department of Medicine at the Faculty of Medicine and Health Sciences, Université de Sherbrooke. She completed her PhD in measurement and assessment at Université Laval in 2007 and did her postdoctoral fellowship at the Medical Council of Canada.

Since 2008, Dr. St-Onge has been a scientist at the CPSS – Centre for Health Sciences Education. Her research program stems from a psychometric perspective, wanting to quantify measurement error and distinguish it from the "true score," but has evolved to draw outside the traditional psychometric lines when tackling issues of validity. She combines her expertise in psychometrics with a perspective stemming from social sciences to address issues of validity and validation.

Award

FOR DISTINGUISHED SERVICE

Named for the former Chair of the Central Examination Committee, Dr. Louis Levasseur, this award is presented to a past or present Council, staff or committee member of the Medical Council of Canada (MCC), or to a person whose collaboration has contributed in an extraordinary manner to the mission and vision of the MCC.



AWard

FOR DISTINGUISHED SERVICE

2023 RECIPIENT

ANNE-MARIE MACLELLAN MDCM CSPQ. FRCPC Dr. Anne-Marie MacLellan is a medical graduate of McGill University. Inspired by her youth lived around the world, including in Laos, and by medical training rotations in Afghanistan and Pakistan, she became a specialist in pediatrics and dedicated her clinical activities to the care of hospitalized children.

After several years as director of the Medical Emergency Department at the Montreal Children's Hospital of the McGill University Health Centre, Dr. MacLellan successively held the positions of associate physician-in-chief at the Montreal Children's Hospital and director of the Pediatric Network of the McGill University Health Centre. From 1993 to 2002, she was the associate dean for Postgraduate Medical Education and Professional Affairs at McGill University.

From 2006 to 2022, Dr. MacLellan held the position of assistant secretary and director of the Medical Education Division of the Collège des médecins du Québec. She became a key leader in Quebec and in the rest of Canada with regards to standards and accreditation in medical education, medical

workforce mobility, and improvements in the process for the issuance of permits to practice. Throughout her career, Dr. MacLellan has served on several boards of directors, including the Collège des médecins du Québec, the Canadian Medical Hall of Fame, and the Medical Council of Canada where she also served as president of the Board (2008-2009). Since 2021, she is a member of the Board of Directors of the Foundation of the 34 Combat Engineer Regiment.

Her leadership led to several peer recognitions, including from Cystic Fibrosis Canada (Ontario 1982), the Emergency Department, Montreal Children's Hospital (2001) and McGill University (2003). She is also the recipient of several prizes, including the Letondal prize from the Association des pédiatres du Québec (2004) and the Continuing Professional Development 2013 Prize from the Fédération des médecins spécialistes du Québec.

Research



2023 RECIPIENT

KATHY BOUTIS MD, FRCPC, MSc IN CLINICAL ASSESSMENT GRANT PROGRAM

The purpose of this curiosity-driven grant is to support a principal investigator with the financial resources required to further complete their medical assessment research while promoting the MCC's vision of striving for the highest level of medical care in Canada through excellence in assessment of physicians.

Research project:

Performance-based competency standard setting in medical imaging diagnosis: Balancing performance expectations with patient safety and learner experience



Awards

DEPARTMENTS

AD - ASSESSMENT DEPARTMENT
BT - BUSINESS TECHNOLOGY
CEO - CEO OFFICE
C&M - COMMUNICATIONS & MARKETING
F&CS - FINANCE & CORPORATE SERVICES
P&C - PEOPLE & CULTURE
RRC - REPOSITORY & REGISTRATION CENTRE

In recognition of their long-standing service, the 24 current employees below received service awards for the milestone achieved in 2023-2024. The MCC congratulates all the awards recipients for their continued service and loyalty.

5 YEARS	Chantal Capistran	C&M	Rui Nie	AD
	Daniel Dandurand	ВТ	Lindsay Pangborn	P&C
	Jackie Emmens	F&CS	Debra Pugh	AD
	Marieke Kalkhove	AD	Scott Rousseu	AD
	Julie Kendall	AD	Colleen Segreto	F&CS
	Kathryn Keyes	C&M	Melynda St-Pierre	C&M
	Dave Lawrie	F&CS	Lucy Zhang	AD
10 YEARS	Marc Albert	RRC	Anisa Singh	ВТ
	Adam Brunk	ВТ	Keith Waddell	AD
	Becca Carroll	AD		
15 YEARS	Roger Lalonde	RRC		
20 YEARS	Ted Bruyère	ВТ	Tanya Rivard	AD
	Yves Plouffe	ВТ	Jessica Thorsen	RRC



PUBLICATIONS

2023

Chen, K.-C. J., Bartman, I., Pugh, D., Topps, D., Desjardins, I., Forgie, M., & Archibald, D. (2023). Experience of introducing electronic health records station in an objective structured clinical examination to evaluate medical students' communication skills in Canada: A descriptive study. Journal of Educational Evaluation for Health Professions, 20.

Shin, J., Guo, Q., & Morin, M. (2023). <u>Comparing large-scale assessments in two proctoring modalities with interactive log data analysis</u>. Educational Measurement: Issues and Practice, 42, 66-80.

Sibbald, M., Pugh, D., Sherbino, J., Morin, M., Norman, G. R., & Monteiro, S. (2023). <u>Does allowing access to electronic differential diagnosis support threaten the reliability of a licensing exam?</u> Medical Education, 57(10), 932-938.

2024

Bhanji, F., Naik, V. N., Skoll, A., Pittini, R., Daniels, V. J., Bacchus, C. M., & Bandiera, G. (2024). <u>Competence by Design: the role of high-stakes examinations in a competence based medical education system</u>. Perspectives in Medical Education 2024, 13(1), 68-74.

Karkache, W., Halman, S., Tran, C., Nie, R., & Pugh, D. (2024). <u>Designing a touchless physical examination for a virtual Objective Structured Clinical Examination</u>. Canadian Medical Education Journal, 15(2).

PRESENTATIONS

2023

Naik, V. N. (2023, April 12). The healthcare leadership we need right now: It's in all of us [Oral presentation]. Inaugural Gottesman Grand Rounds, Montréal, QC, Canada.

Roduta Roberts, M., Alves, C., & Chen, F. (2023, April 13-16). Ongoing validity evidence for the use of casper in occupational therapy program admissions decisions [Oral presentation]. American Educational Research Association Annual Meeting (AERA) 2023, Chicago, IL, United States.

Bartman, I., Chahine, S., Kulasegaram, M., Archibald, D., Cameron, E., Ross, B., Wang, P., Kiripilani, A., Barber, C., Katsoulas, E., Touchie, C., & Grierson, L. (2023, April 13-18). Modeling the multiverse of medical education: Findings from the Ontario Medical Schools Outcome Measures Research Consortium (OMSOMRC) [Presentation abstract]. International Congress on Academic Medicine (ICAM), Québec, QC, Canada.

Kendall, J., & Younes, L. (2023, April 13-18).

Medical Council of Canada Qualifying

Examination Part I & preparatory products

[Information session]. International Congress
on Academic Medicine (ICAM), Québec, QC,
Canada.

McCormick, J. (2023, June 4-7). Disrupting the status quo: Recreating the Objective Structured Clinical Examination for pandemic conditions [Poster presentation]. The 2023 Association of SP Educators (ASPE) Annual Conference, Portland, OR, United States.

McCormick, J. (2023, June 4-7). No MD required: Can non-physicians score as reliably as physicians in a high-stakes OSCE? [Oral presentation]. The 2023 Association of SP Educators (ASPE) Annual Conference, Portland, OR, United States.

Naik, V. N. (2023, June 9). <u>The leadership we need</u> for healthcare education & scholarship: It's in <u>all of us</u> [Plenary]. Research, Innovation and Scholarship in Education (RISE) 2023 (virtual event).

Naik, V. N. (2023, June 9-12). Buckle up: The turbulence ahead in regulation and licensure [Oral presentation]. Association of Canadian University Departments of Anesthesia (ACUDA), 2023 Annual Meeting of the Canadian Anesthesiologists Society, Québec, QC, Canada.

Naik, V. N. (2023, June 10-12). Flexible and innovative pathways for IMGs [Oral presentation]. Federation of Medical Regulatory Authorities of Canada (FMRAC) 2023 Annual Meeting & Conference, Halifax, NS, Canada.

Naik, V. N. (2023, June 13-15). Competency based medical education: An evolution in medical education [Oral presentation]. XXXV Colombian Congress of Anesthesiology and Resuscitation, Cartagena, Colombia.

PRESENTATIONS

CONT.

Bartman, I., St-Onge, Ch., Gagnon, N., Gingerich, A., Veerapen, K., Katsoulas, E., Chahine, S., Wang, P., & Roy, M. (2023, Aug. 26-30). *Developing a multi-source feedback tool for medical trainees* [Presentation abstract]. Association for Medical Education in Europe (AMEE) 2023, Glasgow, UK.

Kalkhove, M., Roy, M., & Pugh, D. (2023, Aug. 26-30). Feeling "non-existent": What patient lived experiences teach us about medical gaslighting [Eposter]. Association for Medical Education in Europe (AMEE) 2023, Glasgow, UK.

Gonthier, I., Weiner, J., & Morin, M. (2023, Sept. 27-30). *The Expanding Test Taker "Dataverse"*— *Implications for High Stakes Testing* [Panel discussion]. 2023 Council on Licensure, Enforcement and Regulation (CLEAR) Annual Educational Conference, Salt Lake City, UT, United States.

Naik, V. N., Atkinson, A., Huwendiek, S., Molloy, L., & Scheppe, F. (2023, Oct. 4-6). My greatest failures and what they taught me [Oral presentation]. MedEd on the Edge, Stockholm, Sweden.

Kalkhove, M. (2023, Oct. 13-14). Feeling "non-existent": What patient lived experiences teach us about medical gaslighting [Poster session]. Challenging norms: uplifting anti-racist work to transform the landscape of medical education symposium (virtual conference).

Alves, C., Guo, Q., & Gotzmann, A. (2023, Oct. 19-21). "May I go to the bathroom, please?" Analyzing the impact of unscheduled breaks on changes in item responses [Oral presentation]. The 12th Annual Conference on Test Security, Tempe, AZ, United States.

Morin, M. (2023, Dec. 13). Validity issues arising from using artificial intelligence and machine learning in assessment [Webinar]. Research Group in Pursuit of Validity, Montreal, QC, Canada.

2024

Naik, V. N. (2024, Feb. 3). Overview of the Medical Council of Canada [Oral presentation]. Canadian Dental Regulatory Authorities Federation (CDRAF) Multi-Stakeholder Working Group, Vancouver, BC, Canada.

February 24-28:

Presentations at the 2024
Ottawa Conference on the
Assessment of Competence in
Medicine and the Healthcare
Professions, Melbourne, Australia

Ashwin, K., & Morin, M. Exam security: should we fight a losing battle? [Oral presentation].

Barnard, A., Farmer, L., Lovett, M., & Morin, M. Remote exam delivery: A tale of beauty and the beast [Symposium].

PRESENTATIONS

CONT.

McConnell, M., Pugh, D., Mustafa, H., & Halman, S. Using test-enhanced learning to teach pointof-care ultrasound [Oral presentation].

Morin, M., Dupre, J., Ashwin, K., & Desrosiers, J. The role of artificial intelligence and machine learning for high-stakes certification exams [Oral presentation].

Morin, M., Dupre, J., Naik, V. N., Gehring, S., & Glover, P. Risk vs reward: What delivery modality should be used for delivering highstakes certification examinations? [Workshop].

Naik, V. N., Bhanji, F., & Kvern, B. "Life's not fair" - But exams can be! Approach to test accommodations and appeals [Workshop].

Naik, V. N., Boursicot, K., Holmboe, E., Kemp, S., & Williams, J. Death of the OSCE? Implications of replacing examinations of with workplace based assessment [Symposium].

Naik, V. N., Dupre, J., Gehring, S., & Glover, P. Future directions of high stakes assessment post-COVID: Navigating challenges and embracing innovations [Workshop].

Naik, V. N., & Gustavs, J. Navigating the path: challenges and outcomes for international medical graduates in Australia and Canada [Oral presentation].

Naik, V. N., Hodges, B., & Prideaux, D. The future of high stakes examinations in licensure in a global health human resource crisis [Symposium].

Dupre, J., Cole, G., Guo, Q., & Gotzmann, A. (2024, March 3-6). Harnessing artificial intelligence (AI) in medical education: Innovations for the future of learning and assessment [Panel discussion]. Association of Test Publishers (ATP) Meeting, Anaheim, CA, United States.

Gotzmann, A., Zhang, Y., Kalkhove, M., Seguin, C., McCormick, J., & Boulet, J. (2024, March 3-6). Roll camera! Action: Improving the reliability of OSCE scoring tools through video-based study [Eposter]. Association of Test Publishers (ATP) Meeting, Anaheim, CA, United States.

Morin, M., Kendall, J., & McCormick, J. (2024, March 28). An Overview of the MCC examinations and preparatory resources [Information session]. Alberta International Medical Graduate Association (AIMGA) Symposium, Calgary, AB, Canada.



MCC ANNUAL REPORT 2023-2024 IN SERVICE OF SAFE PATIENT CARE

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