



MEDICAL COUNCIL  
OF CANADA

LE CONSEIL MÉDICAL  
DU CANADA

**MCC ANNUAL REPORT 2022–2023**  
**INSPIRING CONFIDENCE WITH**  
**TRANSFORMATIVE SOLUTIONS**



MEDICAL COUNCIL OF CANADA    LE CONSEIL MÉDICAL DU CANADA

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MCC ANNUAL REPORT 2022-2023  
INSPIRING CONFIDENCE WITH TRANSFORMATIVE SOLUTIONS






ABOUT THE  
*MCC*

THE MEDICAL COUNCIL OF CANADA (MCC) is the only organization in Canada that provides independent, objective assessments to ensure all practising physicians in Canada have the skills, knowledge, and professional behaviours required to meet the highest standard of patient care.

We are part of a system of assessment that supports safe health care in Canada. Our examinations are part of the Canadian Standard, which sets out the qualifications needed for full licensure in every Canadian province and territory. 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 a variety of data management services that are required on their path to licensure and beyond.

The MCC collaborates with interested parties, including provincial and territorial medical regulatory authorities, 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.

## LAND ACKNOWLEDGEMENT



The land where the Medical Council of Canada is located, Ottawa, has been and remains the unceded, unsurrendered Territory of the Anishinaabe Algonquin Nation, who continues to care for and sustain the land on which we have the privilege of working.

We honour all First Nations, Inuit and Métis Peoples and their valuable past, present and future contributions to this land.

Heeding feedback from members of our Council and our community earlier this year about the use of the term “stakeholders”, we are, as an organization, moving away from that term. After consideration and consultation, we replaced “stakeholder(s)” in our lexicon and have introduced the term “interested parties” and “interested party”, or more precise terms where applicable.



# Introduction

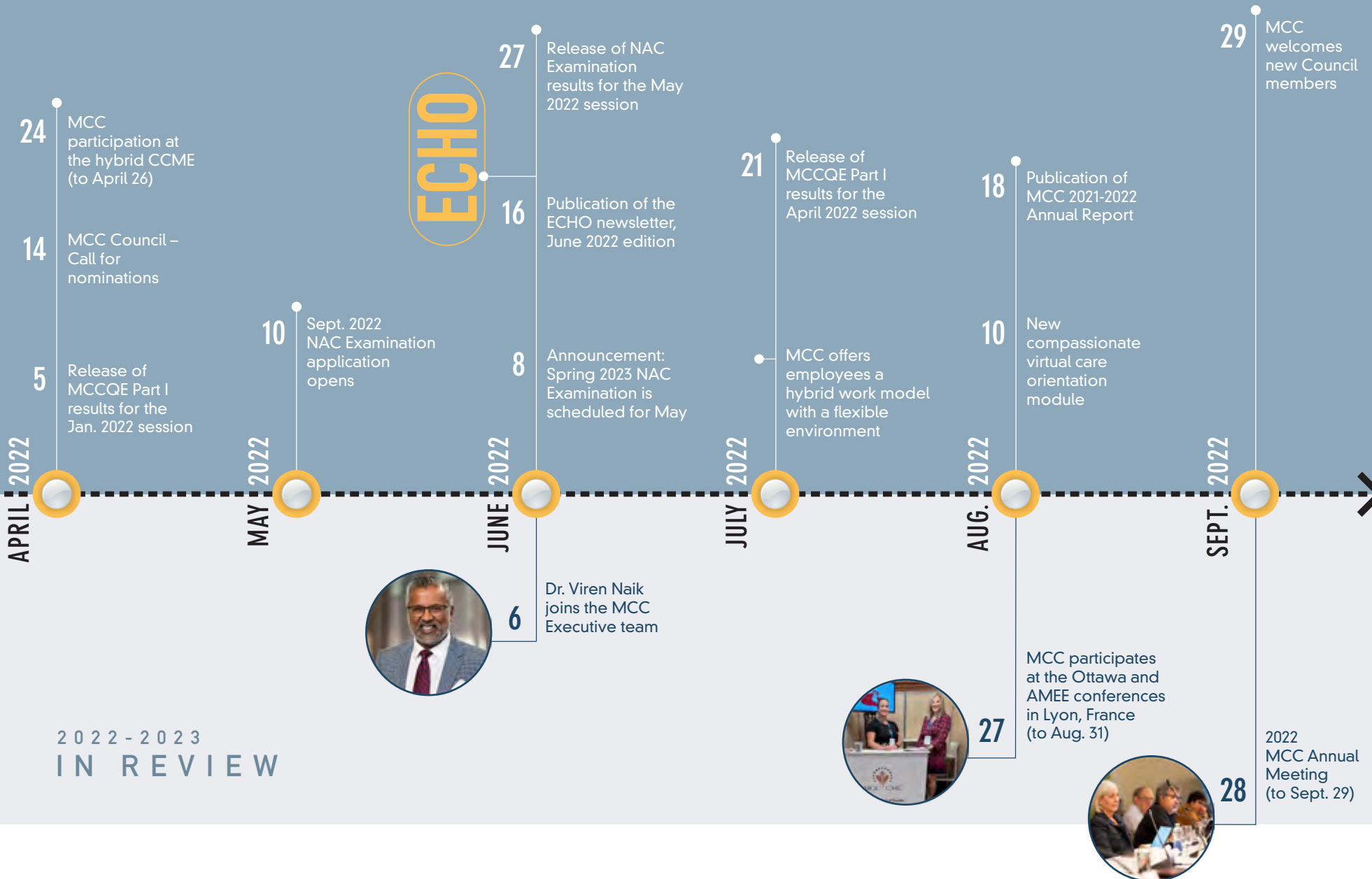
**THE COVID-19 PANDEMIC** exacerbated well-documented vulnerabilities in Canada’s health care system, including the shortage of physicians. This and other challenges facing the medical education, regulatory, and assessment communities require joint solutions. This year was marked by a spirit of shared commitment to transformative change, with organizations bringing renewed focus to innovative approaches to make our health care system more resilient.

The MCC approached 2022–2023 with energy and optimism. We advanced work to modernize our exam content and delivery to align with emerging needs of tomorrow’s patient. We made significant progress on the National Registry of Physicians that will transform how jurisdictions across Canada share and use relevant physician information. We also continued to optimize our services and improve the experience for everyone who engages with us.

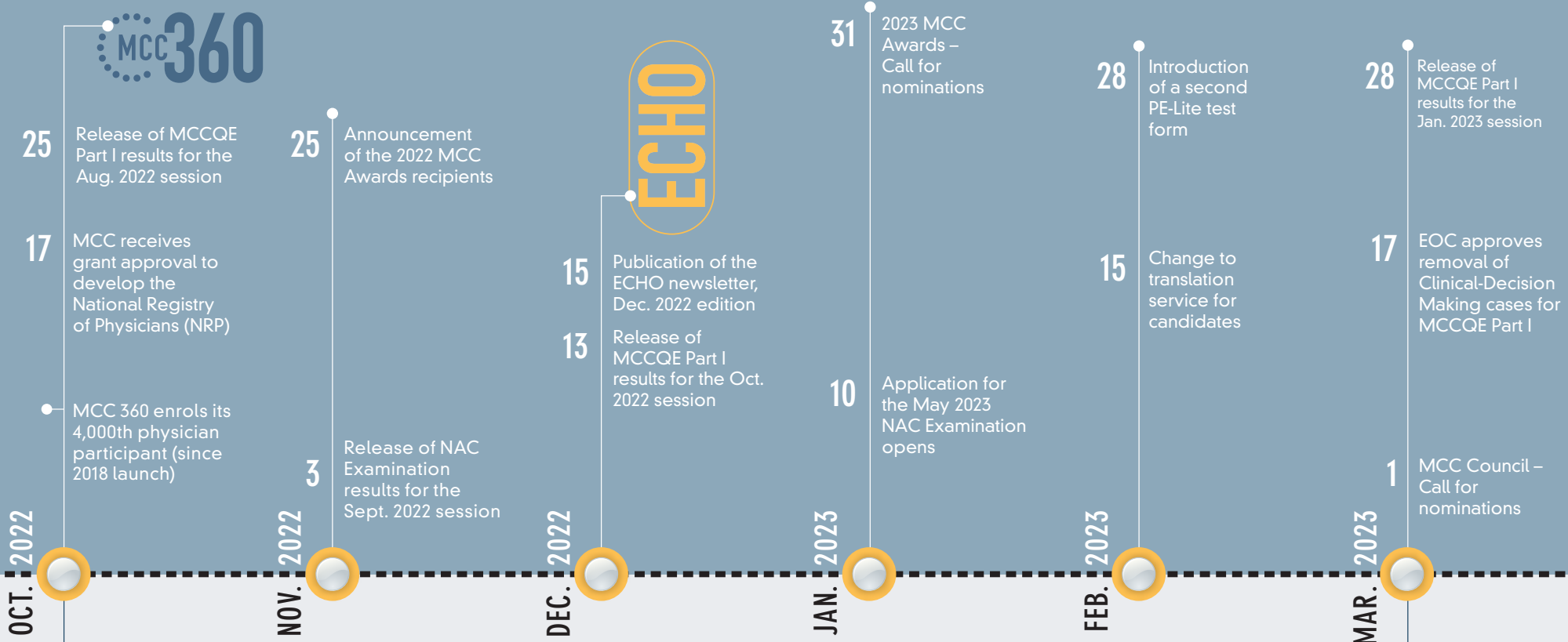
The MCC is proud to be a trusted partner in developing transformative solutions that will help achieve the highest level of medical care in Canada.



# ECHO



2022 - 2023  
IN REVIEW



10 MCC Executive Director and CEO, Dr. Maureen Topps, announces retirement at the end of 2023



27 Renaming ceremony of MCC meeting room to Wàsàkwehige



MESSAGE FROM THE  
*president*

DR. BRUCE WRIGHT

IT IS TRUE THAT storms do not last forever. As the primary impacts of the COVID-19 pandemic began to fade in 2022–2023, the MCC successfully advanced exciting work that will have a lasting and positive impact on patient care in Canada.

Storms have the uncanny ability to remind us of what matters most. The MCC spent this past year aligning our activities with our core mandate and bringing our vision to life as a leaner, more agile organization. We strengthened relationships with our partners, particularly in the regulatory community, and we deepened collaboration on several multi-year initiatives that will transform the assessment landscape. Much of this work is supported by funding from the Government of Canada, reinforcing the MCC's unmatched expertise and the confidence our partners have in our ability to contribute. We also continued our journey to become allies with Indigenous Peoples, collaborating and learning how we can be more aware and inclusive of their needs.

The MCC came out of the pandemic stronger because of the expertise of a forward-looking team that carried out its work with a deft combination of integrity, practicality, and empathy. In 2022–2023, we marked the second year of our new governance structure. The value of our new skills-based model became even more evident, thanks to the engagement of the high-quality individuals serving on Council.

Our entire Council is also tremendously grateful for the unparalleled commitment of our Executive Director and CEO, Dr. Maureen Topps. Her expertise and guidance have been invaluable to Council, and to me, and the MCC is as strong as it is today thanks to her leadership.

I remain as convinced as I was at the start of my presidency that the MCC is a crucial contributor to the medical assessment community and its best years are still to come.





MESSAGE FROM THE  
*executive director* AND *ceo*

DR. MAUREEN TOPPS

BEHIND EVERY winning team, there is a philosophy and commitment that motivates people to give their best even when the going gets tough. This past year was a turning point for Team MCC, with several remarkable successes that demonstrate our ability to meet any challenge.

On the heels of two very challenging years, the MCC made enormous progress in 2022–2023, including new and ongoing work on transformative initiatives that highlight the MCC’s role as a trusted partner that can be part of the solution to some of the biggest challenges facing the health care sector.

This past year, our expertise was recognized in exciting ways. We were delighted to be invited by the Government of Canada to submit funding proposals for work that aligns with current health care priorities. The government’s significant contributions enabled us to accelerate and expand innovative work that supports regulators across the country, partners, as well as the candidates and physicians who use our services.

My career at the MCC will conclude with my retirement at the end of 2023. I have always admired how the MCC consistently adapts to emerging trends and issues. During my five years in this role, it was even more impressive to see the team put this talent into action time and again. The organization is more focused and more nimble than ever, with people and processes strategically aligned on priorities that the MCC is best suited to deliver.

The MCC’s success comes from our committed staff, whose skills and dedication reflect the true meaning of teamwork. The word “can’t” is not in our vocabulary. Instead, people ask, “How can we?”, always inspired by the art of the possible.

I also want to recognize the professionalism of our executive team. This small but cohesive group enabled the MCC to weather recent challenges with empathy and foresight. The culture of the MCC is profoundly shaped by the respect and positive energy of a leadership team that truly leads by example.

The only constant at the MCC is change because that is the nature of health care. Team MCC is in an excellent position to be a positive force for transformative change.

# 1/ *Supporting* PATIENT SAFETY

PATIENT SAFETY is at the forefront of every MCC decision. People across Canada continue to have important conversations about what safe care means. We work with partners and interested parties to ensure that our assessments reflect changes in our shared understanding of the competencies physicians need to demonstrate. We also strive to ensure that our assessments are effective and efficient, while maintaining the rigour our partners rely on.





AS THE HEALTH CARE environment and the needs of patients continuously evolve, so should the competencies expected of physicians. The extent and pace of change since the start of the COVID-19 pandemic has accelerated. In 2022–2023, the MCC received funding from Employment and Social Development Canada (ESDC)’s Sectoral Workforce Solutions Program for several complementary projects that support our work to keep in step with new developments.

The MCC began work on an updated content framework or “blueprint” for our examinations. The blueprint reflects the overall knowledge, skills and behaviours required of physicians at various points along their careers, regardless of specialty, and is used as a guide to develop all

MCC assessments. It is critical in ensuring that elements considered important for safe and effective patient care, and health care in Canada are represented on our examinations and are being appropriately assessed.

The updated MCC Blueprint will include skills and competencies needed to care for diverse patient populations and marginalized groups. It will also include virtual care delivery and the use of technology by practitioners. As part of this work, we are also developing standardized assessment methods that are cost-effective.

The MCC also began a review of the Medical Council of Canada Qualifying Examination (MCCQE) Part I. Updates to the exam will draw on recent MCC analysis of the most effective and fair ways to assess competencies, which

found that we can reduce the length of the exam and improve the overall candidate experience without compromising the validity of the exam. The new format will allow us to provide results more quickly, helping candidates meet deadlines such as applications for the Canadian Resident Matching Service (CaRMS). Once implemented, this change will bring the length of the MCCQE Part I in line with comparable exams in other countries.

These initiatives, together with parallel work on our examinations for international medical graduates (IMGs), will help ensure that our exams address relevant competencies and that future assessment methods focus on the core knowledge, skills and behaviours that are critical for safe health care in Canada.





*“We are part of a system of assessment. We are focused on where we fit in that system and how we add value.”*

DR. VIREN NAIK  
CHIEF ASSESSMENT  
OFFICER, MCC

## EXAM OBJECTIVES THAT ALIGN WITH PATIENT NEEDS

WHILE THE BLUEPRINT provides the framework for exam content and test forms, the MCC Examination Objectives are a summary of the possible materials that can be included in our examinations. Using the blueprint as a guide, the MCC regularly updates the exam content by adding new objectives and removing outdated content to reflect the competencies physicians need to provide care in today’s environment.

There is a growing understanding of the skills and behaviours required to meet the diverse needs of patients. This year, work was done on two objectives:

- Providing anti-oppressive health care
- Quality improvement and patient safety

Anti-oppressive health care recognizes health inequities and historical, generational, and current trauma. It is also committed to social

justice, including responding to the calls to action from the Truth and Reconciliation Commission of Canada. The new exam objectives address key elements of providing inclusive, culturally safe, and culturally appropriate health care. The MCC also continued to work with Indigenous Peoples to develop additional Indigenous health content, and we continued to work alongside Black and Indigenous leaders to review our examinations and preparatory material to remove inaccurate or stigmatizing content.

The new exam objectives for quality improvement and patient safety recognize that health care systems need to continuously improve to provide optimal outcomes for patients and that health care providers need to respond effectively if harm occurs. The objectives address various components of quality management, mitigation, and response that reflect current best practices.



# 2/ *Connecting*

## PEOPLE AND PARTNERS

THE MCC'S MANDATE to support patient safety puts us at the intersection of important work being done by other organizations. In 2022-2023, the MCC worked with partners and interested parties on innovative solutions to challenges in the health care sector. The MCC's national reach, and our expertise in physician assessment and information management uniquely positions us to support this work with a pan-Canadian perspective.



## A FOUNDATION TO SUPPORT PHYSICIAN MOBILITY

IN 2022–2023, the MCC laid the groundwork for a National Registry of Physicians (NRP), the first nationally integrated source of data on physicians in Canada. Funded by ESDC’s Sectoral Workforce Solutions Program, the NRP will fill a significant information gap by providing a single snapshot of physicians who are licensed for independent practice in Canada and the jurisdiction(s) in which they practise.

This will support medical regulatory authorities (MRAs) across Canada by consolidating valuable physician data, including basic physician details, license information, location, training and specializations, and any disciplinary actions.

The MCC is working with MRAs to build the foundation, including security, privacy, accessibility, and usability needs, as well as a common data model and the supporting cloud architecture. This work is supported by a robust project management and governance framework to manage project schedule, risks and costs.

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/territory to another. In the longer term, it will support additional health care agencies with resource planning and make physician redeployment easier during critical periods of need.

While the MCC hosts the NRP, each MRA retains ownership and control of their data, which enables them to maintain compliance with their own data management policies and relevant legal obligations in their jurisdiction.



*“The collaboration at the working group table has been amazing. Staff from the provincial and territorial regulatory authorities have committed to the vision of the NRP and are excited to see the data elements taking shape.”*

DR. HEIDI OETTER

MCC COUNCIL MEMBER

REGISTRAR AND CEO,  
COLLEGE OF PHYSICIANS  
AND SURGEONS OF  
BRITISH COLUMBIA

CHAIR OF THE NRP,  
MRA WORKING GROUP

**TO LAUNCH THE PROJECT**, the MCC established a project team and a business analysis framework, then conducted a survey to gather initial requirements for the common data model. Throughout 2022–2023, the MCC collaborated with MRAs to establish the core functions of the NRP, including what information will be included, and how information will be shared and displayed. A working group with representatives from 12 MRAs met regularly to review options, following a process similar to the one used by international standards

bodies, in which each member can bring forward proposals for consideration. This approach provides a robust review of each contribution and helps ensure that the end product meets everyone’s needs.

The NRP is being designed with the future in mind, so that it can evolve to meet the needs of additional interested parties.

## AN EFFECTIVE PATHWAY TO LICENSURE FOR INTERNATIONAL MEDICAL GRADUATES

**CANADA DEPENDS** on IMGs, particularly for family medicine in rural and remote communities. In 2021, approximately 26% of practising physicians across the country were internationally trained. Practice-Ready Assessment (PRA) programs play an important role in alleviating health human resource challenges by providing an effective path to licensure for physicians who come to Canada from other countries. Seven provinces in Canada

already participate in a PRA framework called the National Assessment Collaboration (NAC), overseen by the MCC, which complements existing provincial evaluation programs.

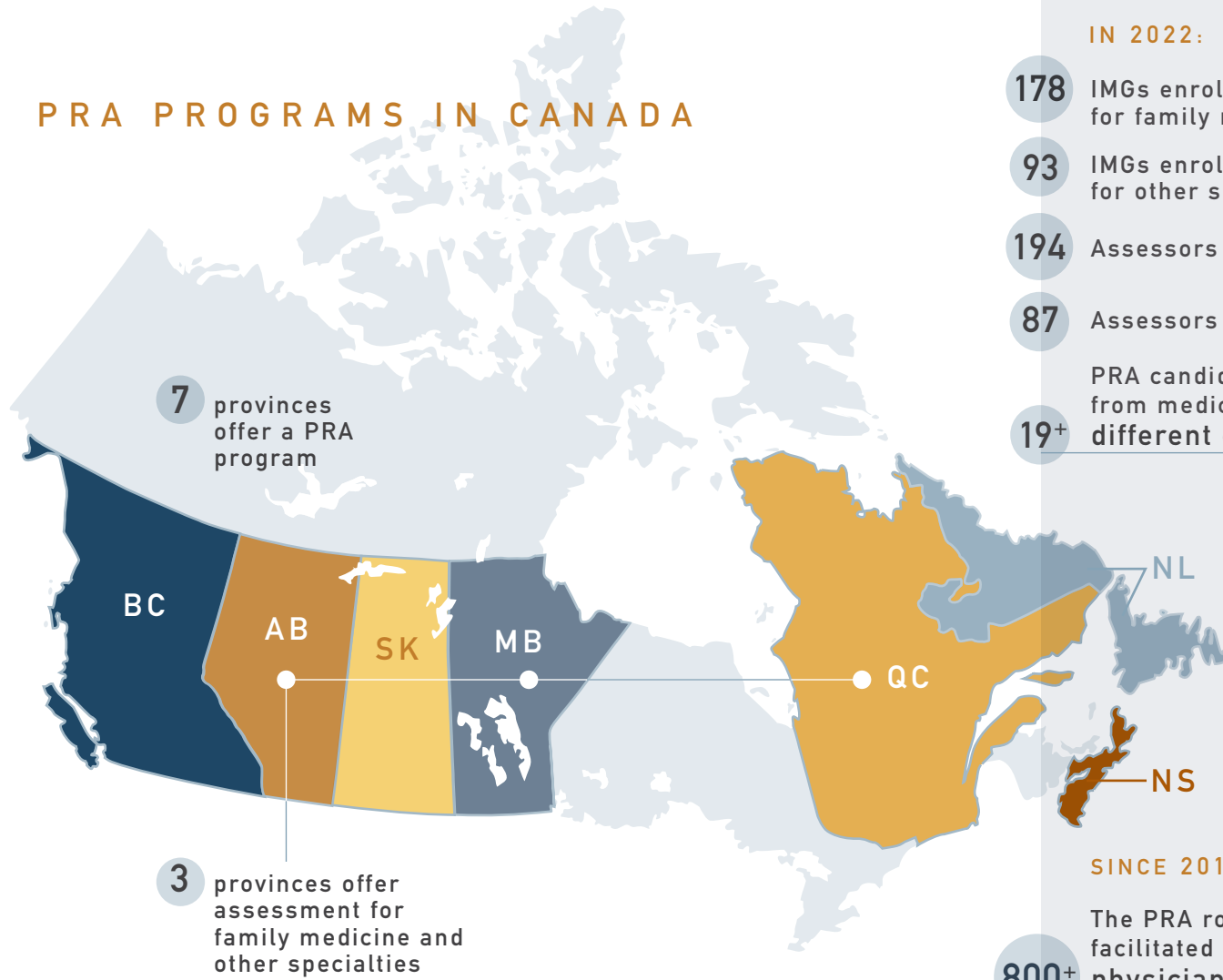
The NAC PRA was developed for IMGs who have completed residencies and practised independently outside of Canada. For 12 weeks, under the supervision of trained physician assessors, a PRA candidate's skills are observed and assessed in appropriate clinical settings for readiness to practise in Canada. Successful candidates obtain provisional licensure, and most are fully licensed within two years.

Last year, the PRA route assisted over 200 doctors to enter the Canadian health care system, which compares to the size of a graduating class from a large Canadian medical school. Considering this notable contribution to the health care workforce, PRA programs are becoming recognized as a key source of physicians along with medical schools.

The MCC continues to explore other routes to licensure that facilitate the transition of qualified IMGs into Canadian practice.



## PRA PROGRAMS IN CANADA



### IN 2022:

- 178 IMGs enrolled in a PRA for family medicine
- 93 IMGs enrolled in a PRA for other specialties
- 194 Assessors for family medicine
- 87 Assessors for other specialties
- PRA candidates graduated from medical schools in different countries
- 19+

### SINCE 2018:

- 800+ The PRA route has facilitated entry to practice for physicians

## CONNECTION THAT TRANSFORMS

Everything we do supports or relies upon the many partners and interested parties whose work intersects with ours. Our assessments give provincial and territorial MRAs confidence in making licensing decisions, and their feedback is invaluable. We work closely with medical schools and certifying colleges in Canada to share resources, innovate assessments and identify ways to address the challenges that physicians face. This is enriched by our collaboration with Indigenous and Black health leaders as we deepen our work on what safe patient care means in diverse communities. Feedback from medical learners helps us identify and address barriers and opportunities.

At our 2022 Annual Meeting, the MCC facilitated an engaging discussion with health care leaders from these organizations and many others, which reinforced the need for focused work on emerging competencies, including antiracism and cultural safety training, and the need for alternative routes to licensure for IMGs.

We are proud to continue to serve as a collaborator and connector, coming together with others to solve new challenges. We look forward to advancing our work in these areas.



## ALLYSHIP WITH INDIGENOUS PEOPLES

### *Wàsàkwehige*

In 2022–2023, the MCC continued our journey to support reconciliation with Indigenous Peoples. The MCC was honoured to be gifted the name *Wàsàkwehige* for one of its meeting rooms. *Wàsàkwehige*, which means trailblazer, acknowledges Indigenous Peoples and our collaboration. To mark the occasion, a smudging ceremony led by Elder Albert Dumont was held. He was accompanied by singer and drummer Claire Brascoupé, and stories from special guests. Dr. Sarah Funnell, MCC Council member, spoke about the MCC's commitment to the Truth and Reconciliation Commission.



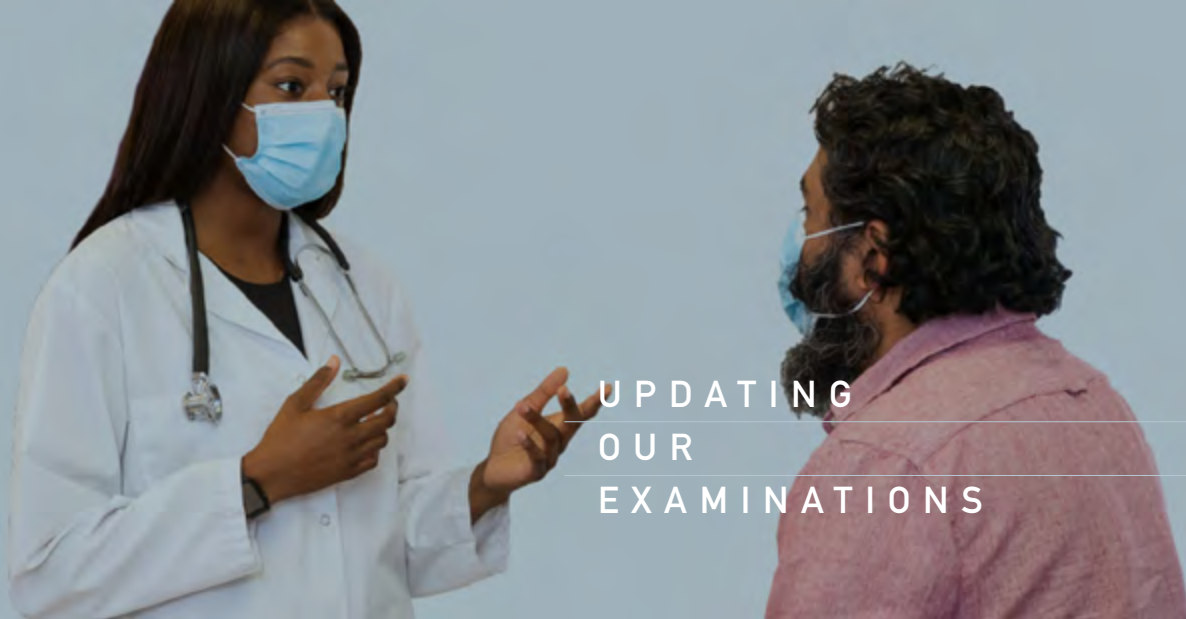


# 3/ *Optimizing* SERVICES

**S O C I A L   A D V A N C E S**, new research, and modern practices in governance and project management all impact our work. The MCC is committed to excellence through continuous improvement. We learn from our experience and feedback from others, so we can deliver our services more effectively. In 2022-2023, we placed a strong emphasis on enhancing the experience of everyone who engages with our services.







## UPDATING OUR EXAMINATIONS

IN OCTOBER 2022:

NAC Examination content authors:

13

NEW EXAM CASES DEVELOPED  
vs average of 7 cases

TDM Examination Committee:

52

exam  
cases  
reviewed

35

new  
cases  
created

THE MCC has made significant progress on several initiatives launched last year to support and reduce barriers for IMGs on their route to licensure and employment in Canada.

With continuing support from ESDC's Foreign Credentials Recognition Program, we advanced work to enhance the content and delivery of the National Assessment Collaboration (NAC) Examination and the Therapeutics Decision-Making (TDM) Examination.

The NAC Examination assesses a candidate's readiness to enter a Canadian residency program. International medical students and graduates challenge this national, standardized examination that tests the knowledge, skills and attitudes essential for entrance into postgraduate training in Canada. The updated exam will include non-medical expert competencies (often referred to as intrinsic competencies), to validate that candidates can apply their skills in a Canadian context.

The TDM Examination assesses the competence of candidates at a level required of a family physician practising independently and safely in

this country. This exam is taken by IMGs who have completed their medical training and residency outside of Canada and want to apply to a PRA program. The MCC has started new research to explore ways of embedding technology into the TDM Examination and to develop a new structure that would enable candidates to be tested on all key dimensions.

These initiatives will help ensure that competencies and assessment methods stay aligned with current practices and remain relevant for all candidates being assessed, as well as organizations using these assessments.

### ASSESSING INTRINSIC COMPETENCIES THAT IMPACT SAFE PATIENT CARE

Updates to the NAC Examination and our educational orientation modules considered the results from a performance-based assessment feasibility project. The purpose of this evaluation completed by the MCC in 2022 was to determine the possibility of incorporating intrinsic competencies required for practice in Canada, including communication skills, cultural competencies, and professional behaviours, into the assessment system.

As we sought interest from key partners, the recommendations and feedback we received from them will help set the future of our examinations.

### BY REQUEST: NEW RESOURCES FOR MCCQE PART I CANDIDATES

In February 2023, the MCC added a second Preparatory Examination-Lite (PE-Lite) test form to the existing set of products available to assist candidates preparing for the MCCQE Part I. Feedback from candidates who used our first PE-Lite test form signaled high levels of satisfaction with their experience and keen interest in having additional resources.

Following the launch of the second PE-Lite at the end of February, 35 had been purchased as of March 31, 2023.

### PREPARATORY PRODUCTS IN 2022-2023

- 11,800** products purchased
- 4,167** MCQ Practice Tests bought: making it the most purchased product
- 12 of 17** Canadian medical schools purchased MCC preparatory products
- 3 of 4** MCCQE Part I candidates purchased MCC products
- 91%** of purchasing candidates recommended the product to others



## CONTINUING EDUCATION FOR EMERGING BEST PRACTICES

**AS BEST PRACTICES** for safe patient care evolve, continuing education helps physicians maintain and update their core competencies. The MCC provides several tools to support physicians in their practice.

### SELF-PACED RESOURCES FOR VIRTUAL COMPASSIONATE CARE

The Communication and Cultural Competencies orientation program, a self-guided program available on [physiciansapply.ca](https://physiciansapply.ca), helps physicians learn about the cultural expectations and standards of communication between

physicians and patients, and between health professionals in Canada.

In August 2022, the MCC launched a new orientation module on virtual compassionate care. The module explores how virtual care can both support and challenge the concept of compassionate care, which is rooted in the fundamental notion that the patient and physician are whole human beings in their interactions.

The module was designed for internationally and Canadian-trained physicians with funding received from AMS Healthcare and with input from PRA programs and the College of Family Physicians of Canada.



### GROWING INTEREST IN MCC 360

The MCC 360 program continues to be well received. MCC 360 is a multi-source feedback program that physicians can use to validate their competencies as a communicator, professional and collaborator.

Interest in the tool is growing among many in the health care sector. The MCC has been working with partner organizations to incorporate group practice and cultural safety questions as well as to explore the use of MCC 360 in training and residency programs.

## IN THE FIELD: SUPPORTING PHYSICIAN ASSESSMENTS IN SASKATCHEWAN

The Practice Enhancement Program for Saskatchewan Physicians (PEPSask) is an educational program that encourages physicians to continually improve through practice-based quality assessment. In 2020, PEPSask adopted MCC 360 as the first tool in their updated assessment process. Physicians are randomly selected from the eligible pool according to PEPSask's selection criteria, and those selected are required to complete MCC 360. The multi-source feedback program

effectively acts as a screening tool for the more expensive and labour-intensive in-office visits.

MCC 360 exceeded expectations:

**150** PEPSask expected to complete **physician assessments** in 2022

**195** With MCC 360, they assessed **physicians**

The use of MCC 360 coupled with in-office assessments brings PEPSask closer to their goal of routinely reviewing all eligible physicians and delivering high-quality care to all patients in Saskatchewan.

## IMPROVING THE ONLINE EXPERIENCE

Many of those who interact with the MCC engage primarily through our website and our web-based portals. With funding from ESDC, the MCC launched a website redesign project, which will provide one touchpoint for users by integrating the [physiciansapply.ca](https://physiciansapply.ca) portal into the MCC's main site at [mcc.ca](https://mcc.ca).

The new website design, which takes a human-centred approach, will provide a single bilingual site that makes it easy to access MCC services and understand the route to licensure for Canadian and international medical graduates.





## ONGOING ENHANCEMENTS TO physiciansapply.ca

### THE PHYSICIAN CREDENTIALS

**REPOSITORY** allows candidates to securely share their international medical credentials with medical regulatory authorities and other organizations registered with the MCC. Before being added to the Repository, documents that are not in English or French must be translated according to the MCC's requirements.

Continuously striving to improve its service offering, the MCC made a significant change with regards to translation of documents in February 2023. Candidates with documents in a language other than English or French can now select from the translation service providers listed on our website to have their documents translated, allowing for more flexibility.

### REPOSITORY & REGISTRATION CENTRE (RRC) STATISTICS BETWEEN APRIL 1, 2022 AND MARCH 31, 2023

11%

The volume of candidates' documents received increased by compared to the previous year

Service desk agents responded to:

- 13,408 Calls
- 13,454 Chats
- 40,377 Emails

19,109 Medical credentials received for source verification

17,080 in FY 2020-2021

16,525 in FY 2021-2022

1,900 ECA report requests received

## EXAMINATIONS BY THE NUMBERS

### NATIONAL ASSESSMENT COLLABORATION (NAC) EXAMINATION – May / Sept. 2022 sessions

- 1,718** Candidates registered
- 9** Sites
- 837** Physician Examiners
- 1,208** Standardized Participants
- 16** Site administrators

### THERAPEUTICS DECISION-MAKING (TDM) EXAMINATION – Jan. 11, 2023 session

- 195** Candidates registered –  
the largest session of the TDM  
Examination since launched

### MEDICAL COUNCIL OF CANADA QUALIFYING EXAMINATION (MCCQE) PART I – 2022 / 2023

- 7,274** Candidates took the exam
- 3,513** Candidates took it in the April 2022 session
- 13%** of candidates took the exam in French

## REPOSITORY NUMBERS

**2,567,034** Total number  
of documents  
stored in the  
Repository

**302,708** Medical  
credentials

**105,074** International  
medical degrees

**28,250** Canadian  
medical degrees

## EXAMINATION STATISTICS

FROM APRIL 1, 2022 TO MARCH 31, 2023

		2021-2022		2022-2023	
		Tested (#)	Pass rate (%)	Tested (#)	Pass rate (%)
<b>MCCQE PART I</b>	First-time CMG* takers	2,919	96	2,931	93
	Repeat CMG takers	87	78	173	80
	First-time IMG** takers	3,140	57	2,936	59
	Repeat IMG takers	1,203	44	1,229	39
	<b>TOTAL</b>	<b>7,349</b>	<b>71</b>	<b>7,269</b>	<b>70</b>
<b>NAC EXAMINATION</b>	First-time takers	982	84	1,410	86
	Repeat takers	323	79	306	85
	<b>TOTAL</b>	<b>1,305</b>	<b>82</b>	<b>1,716</b>	<b>86</b>

Statistics presented in this Annual Report reflect those at the time the summary report was generated and sent to EOC members. Numbers may slightly differ from other documents due to post-exam events such as result recheck and reconsideration requests resulting 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)

NOTE:  
No Standing and Denied Standing are not included  
in the examination statistics.

# *Financial*

POSITION

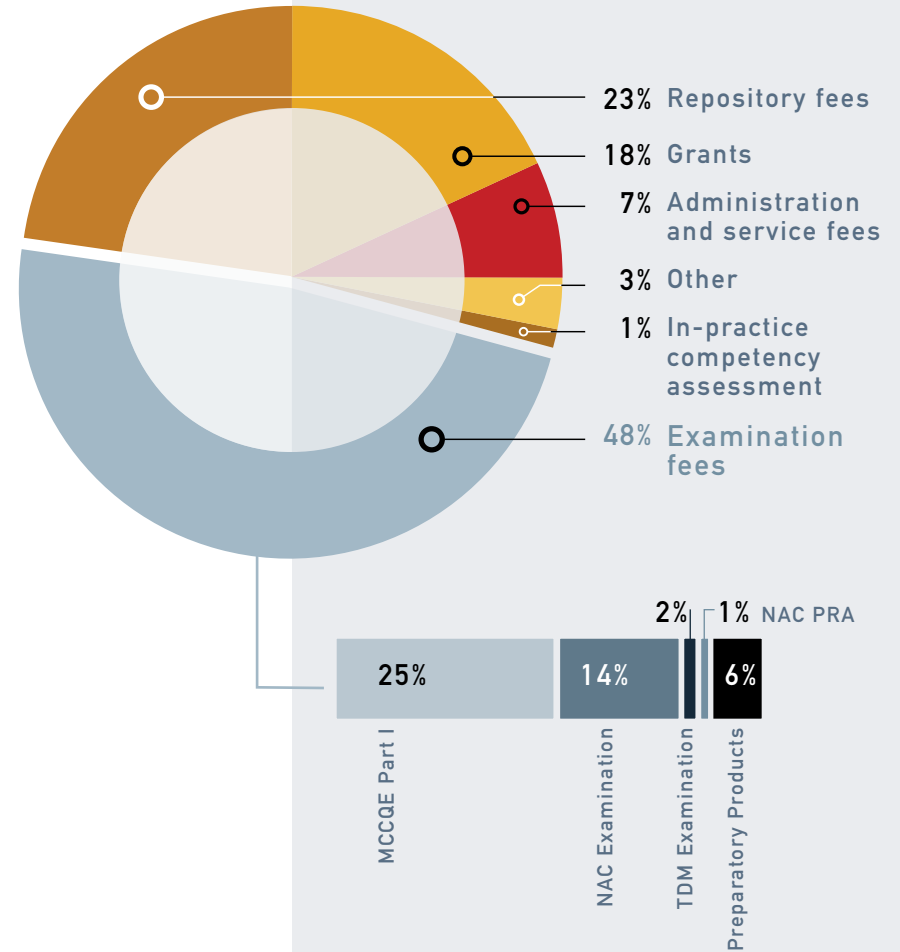


## THE MCC FINISHED THE YEAR IN A STRONG FINANCIAL POSITION

**REVENUE:**  
\$40,429,046

As we rebuild from the impacts of the pandemic, we continue prudent financial oversight and several factors contributed to our reported surplus.

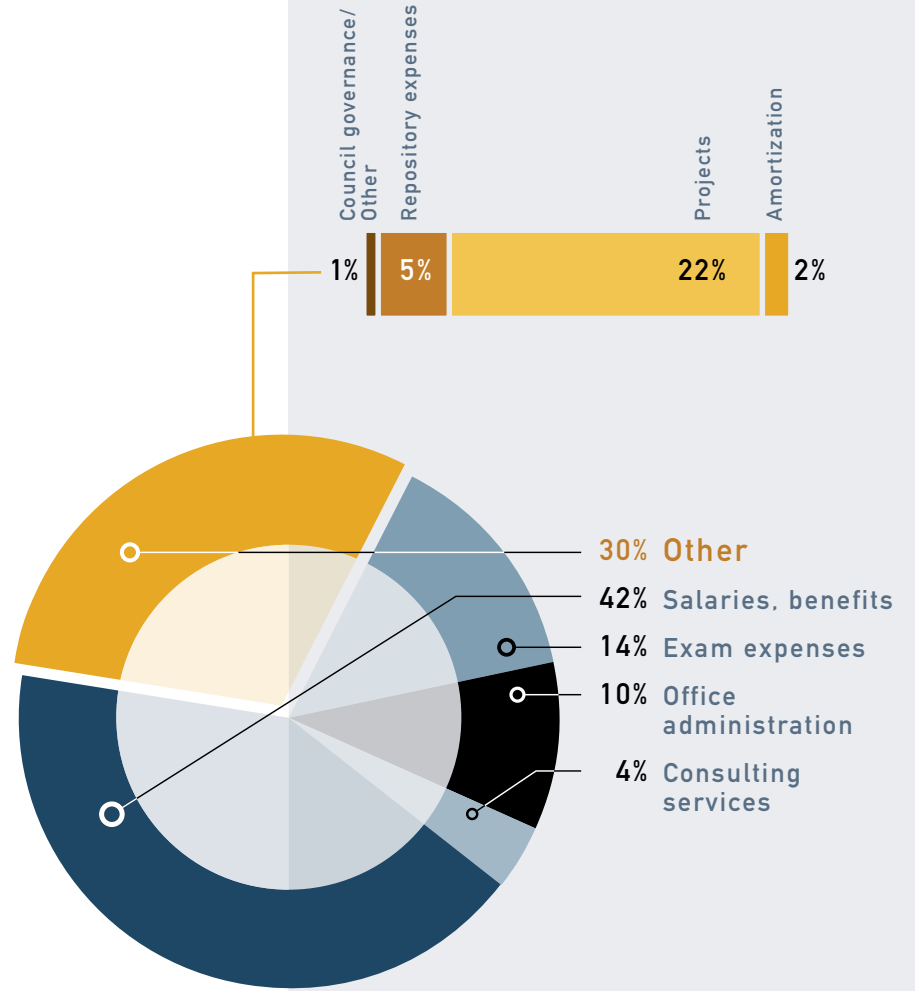
Our projected revenue is based on the best estimates, and in 2022-2023, candidate volumes and investment returns were higher than anticipated. While Canadian medical graduates' assessment volumes can be more easily forecasted, those of international medical graduates can be difficult to predict.



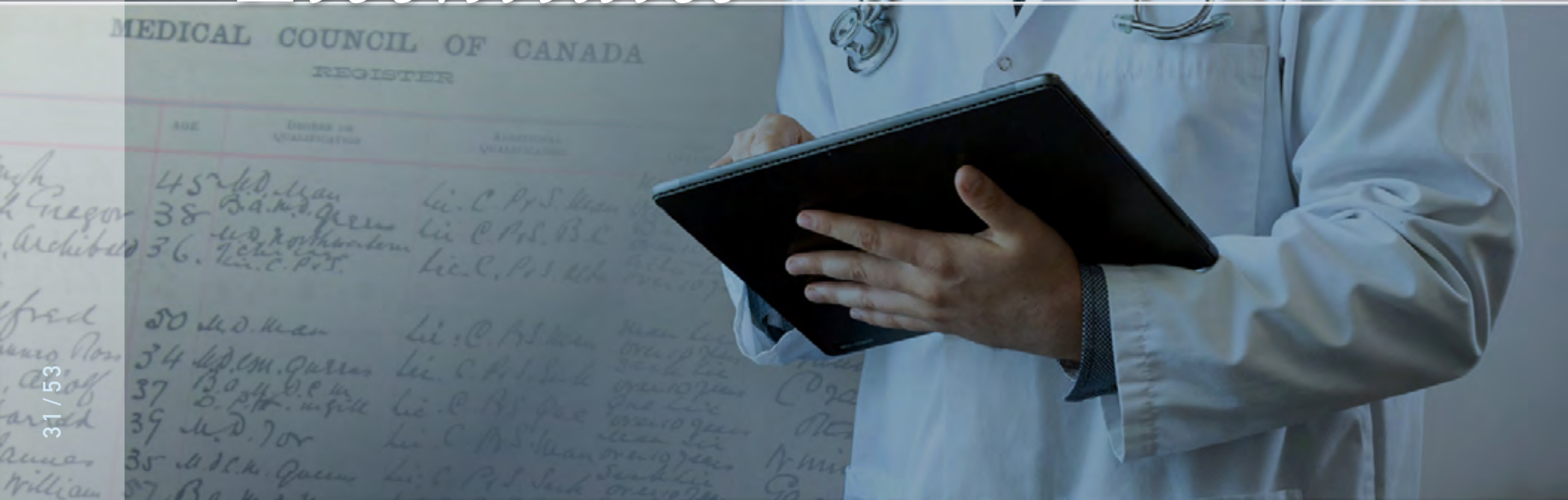
**EXPENSES:**  
\$32,867,070

As for expenses, government-funded projects remained our key priority and internal staff were diverted accordingly. We also retained some of the best practices introduced over the last few years, including virtual events and meetings where possible, reducing our expenses.

The last fiscal year remained a time of recovery from two years of deficit in 2020 and 2021, and as post-pandemic uncertainty and lack of predictability remains, we are embracing a forward-looking and future-focused approach. As we continue to plan for change, we are anticipating future strategic directions and the adoption of new technologies to support them.



# Licentiates



## LICENTIATES

AWARDED FROM APRIL 1, 2022 TO MARCH 31, 2023

	No. of LMCCs
APRIL – DEC. 2022	4,777
JAN. – MARCH 2023	662
<b>TOTAL</b>	<b>5,439</b>

The Licentiate of the Medical Council of Canada (LMCC) is a key part of the Canadian Standard, the set of requirements for awarding a full licence.

A physician who meets the criteria of the LMCC is enrolled in the Canadian Medical Register as a Licentiate of the Medical Council of Canada and receives a Certificate of Registration.





# *Governance*

2022-2023

MEMBERS OF COUNCIL AND  
MCC EXECUTIVE DIRECTOR AND CEO

2022-2023

MCC MEMBERS OF COUNCIL



President  
Dr. Bruce Wright



Vice-President  
(Sept. 2021 to Dec. 2022)  
Dr. Lyn Sonnenberg



Interim Vice-President  
(from Jan. 2023)  
Dr. Heidi Oetter



Member (from Sept. 2022)  
Ms. Stephanie  
Connolly



Member  
Dr. Sarah Funnell



Member  
Dr. Gordon Giddings



Member (from Sept. 2022)  
Ms. Levonne Louie



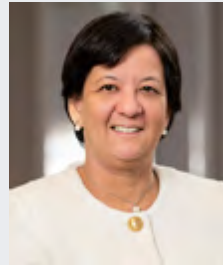
Member  
Dr. Scott McLeod



Member  
Dr. Cyril Moyse



Member  
Dr. Mary Oxner



Member  
Dr. Isabelle Tardif



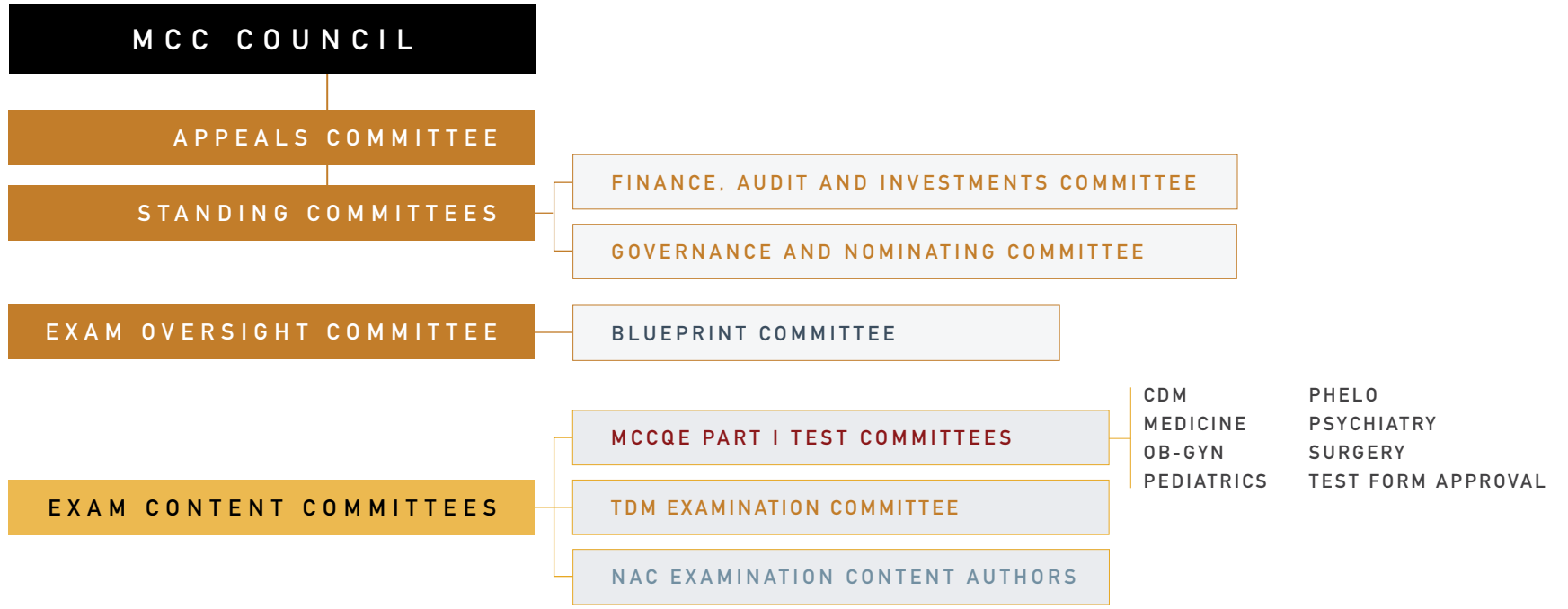
Member  
Ms. Kate Wood



Member (until Sept. 2022)  
Dr. Theresa Farrell



Member (until Sept. 2022)  
Dr. Brian Mazer



NATIONAL ASSESSMENT  
COLLABORATION (NAC)

NAC IMG ALLIANCE

NAC PRA WORKING GROUP

## STANDING COMMITTEES

FINANCE, AUDIT AND  
INVESTMENTS COMMITTEE

CHAIR	Dr. Heidi Oetter
MEMBERS	Ms. Mélanie Dubé
	Dr. Cyril Moyse
	Dr. Mary Oxner
	Ms. Kate Wood

GOVERNANCE AND  
NOMINATING COMMITTEE

CHAIR	Dr. Jay Rosenfield
MEMBERS	Dr. Elizabeth Bannister
	Ms. Levonne Louie
	Dr. Scott McLeod
	Dr. Elizabeth Wenghofer
	Ms. Kate Wood

## EXAM OVERSIGHT COMMITTEE (EOC)

CHAIR	Dr. Teresa Cavett	
MEMBERS	Dr. Michel Chiasson	Dr. Julie Okapuu
	Dr. Isabelle Desjardins	Dr. Jean Rawling
	Dr. Michel Hogan	Dr. Debra Sibbald

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MEMBERS	Dr. Peter Jamieson	Dr. Kent Stobart
	Dr. Darren Martin	Dr. Preston Tran
	Dr. Andrea Mitchell	Dr. Hilary Writer
	Dr. Marilyn Singer	



## EXAM CONTENT COMMITTEES

### MEDICAL COUNCIL OF CANADA QUALIFYING EXAMINATION (MCCQE) PART I TEST COMMITTEES

#### CLINICAL DECISION-MAKING (CDM)

CHAIR	Dr. Florin Padeanu (ON)		
VICE-CHAIR	Dr. Carey Matsuba (BC)		
MEMBERS	Dr. Nadine Abdullah (ON)	Dr. Louis-Xavier D'Aoust (QC)	Dr. Richard Scheirer (AB)
	Dr. Sandra Biem (QC)	Dr. Susan Mercer (NL)	Dr. Mary Wells (NL)
	Dr. Nancy Brager (AB)		

#### MEDICINE

CHAIR	Dr. Karen Toews (MB)		
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	Dr. Amanda Hanson (AB)	Dr. Michèle Mahone (QC)	Dr. Chantal Violette (NB)
	Dr. Philippe Imbeault (QC)		

#### OBSTETRICS AND GYNECOLOGY

CHAIR	Dr. Ciaran Goojha (BC)	
VICE-CHAIR	Dr. Andrea Skorenki (AB)	
CONSULTING MEMBER	Dr. Anita Kuriya (QC)	
MEMBERS	Dr. Daniel Etarsky (ON)	Dr. Martine Robichaud (NB)
	Dr. Amy Nakajima (ON)	Dr. Catherine Tremblay (QC)

#### PEDIATRICS

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VICE-CHAIR	Dr. Christine Racette (QC)		
MEMBERS	Dr. Keyna Bracken (ON)	Dr. Gillian MacLean (ON)	Dr. Jane Pegg (BC)
	Dr. Jan Kotarba (ON)	Dr. Bich-Hong Nguyen (QC)	Dr. Sandra Simon (AB)

## EXAM CONTENT COMMITTEES

### MCCQE PART I TEST COMMITTEES - cont.

#### POPULATION HEALTH, ETHICAL, LEGAL AND ORGANIZATIONAL ASPECTS OF MEDICINE (PHELO)

CHAIR	Dr. Fiona Bergin (NS)		
CONSULTING MEMBER	Dr. Terry Szajkowski (MB)		
MEMBERS	Dr. Lara Kent (ON)	Dr. Katherine Larivière (ON)	Dr. Chris Sikora (AB)
	Dr. Jacinthe Lampron (ON)	Dr. Arnaud Samson (QC)	Dr. Gaynor Watson-Creed (NS)

#### PSYCHIATRY

CHAIR	Dr. Lauren Zanussi (AB)		
VICE-CHAIR	Dr. Marie Hayes (QC)		
MEMBERS	Dr. Julie-Eve Arseneault (NB)	Dr. Emiko Moniwa (BC)	Dr. Glendon Tait (ON)
	Dr. Kien Dang (ON)	Dr. Katherine Stringer (NS)	Dr. Eric Vickar (MB)

#### SURGERY

CHAIR	Dr. Paul Hayes (SK)		
MEMBERS	Dr. Émilie Comeau (QC)	Dr. Catherine Mann (NL)	Dr. Ari Meguerditchian (QC)
	Dr. Sampa Das (ON)	Dr. Darren Martin (NB)	Dr. Mark O'Driscoll (NL)
	Dr. Robert Farrell (NL)		

### THERAPEUTICS DECISION-MAKING (TDM) EXAMINATION COMMITTEE

CHAIR	Dr. Julian Midgley (AB) – Pediatric nephrologist		
VICE-CHAIR	Dr. Peter Switakowski (ON) – Family Physician / Emergency		
MEMBERS	Dr. Joseph Akinjobi (SK) – Family Physician		
	Dr. Jennifer Chan (MB) – Family Physician	Dr. Tara McCallan (BC) – Family Physician	
	Dr. Andria MacAulay (NS) – Family Physician	Dr. Michael Welsh (NS) – Pharmacist	

## NATIONAL ASSESSMENT COLLABORATION (NAC)

## NAC INTERNATIONAL MEDICAL GRADUATE (IMG) ALLIANCE

CHAIR	Dr. Jon Witt (SK)
VICE-CHAIR	Dr. Elizabeth Bannister (NL)
NAC PRA WORKING GROUP CHAIR	Dr. Jack Burak (BC)
IMG PGME PROGRAMS REPRESENTATIVE	Dr. Diana Chang (BC)
CMQ REPRESENTATIVE	Dr. Nathalie Duchesne (QC)
MCC STAFF REPRESENTATIVE	Ms. Alexa Fotheringham (ON)
CFPC REPRESENTATIVE	Dr. Brent Kvern (ON)
MCC CHIEF ASSESSMENT OFFICER	Dr. Viren Naik (ON)
IMG REPRESENTATIVE	Dr. Ghaida Rhadi (BC)
COMMITTEE ON HEALTH WORKFORCE REPRESENTATIVE	Mr. Terry Risbey (AB)
RCPSC REPRESENTATIVE	Mr. André St-Pierre (ON)
HEALTH CANADA OBSERVER	Ms. Kelly Stang (ON)
TOUCHSTONE INSTITUTE REPRESENTATIVE	Ms. Andrea Strachan (ON)
MCC EXECUTIVE DIRECTOR AND CEO	Dr. Maureen Topps (ON)
FMRC REPRESENTATIVE	Dr. Anna Ziomek (MB)

## NAC PRACTICE-READY ASSESSMENT (PRA) WORKING GROUP

CHAIR	Dr. Jack Burak (BC)	
MEMBERS	Dr. Fiona Bergin (NS)	Dr. Martina Reslerova (MB)
	Dr. Nathalie Duchesne (QC)	Dr. Pamela Snow (NL)
	Ms. Jill Hastings (AB)	Dr. Jon Witt (SK)



# *Awards* AND RECOGNITIONS



**DR. GLENDON  
TAIT**

This prestigious award recognizes the recipient's exceptional contribution to Canadian health care and health care research. This distinction is unique in that the recipients come from a broad range of health disciplines, such as dentistry, physical therapy and medical practice. In 2022, it was awarded to Dr. Glendon Tait.

## *Outstanding Achievement Award*

IN THE EVALUATION  
OF CLINICAL  
COMPETENCE

Dr. Glendon Tait is an Associate Professor and Clinician Educator in the Department of Psychiatry and Director of Student Assessment for the MD Program in the University of Toronto Temerty Faculty of Medicine. He is a Centre Researcher in the Wilson Centre for Research in Education and practises Consultation-Liaison Psychiatry with Sinai Health.

Dr. Tait obtained his M.D. from the University of Calgary before completing his residency in psychiatry at the University of Toronto.

As Director of Student Assessment in the Temerty MD Program, Dr. Tait led the implementation of programmatic assessment, an approach that leverages the feedback and learning functions of assessment. He has contributed nationally in the Canadian Psychiatric Association, Medical Council of Canada test committees, and is currently a board member of the Canadian Association of Medical Education and Past-President of the former Canadian Academy of Psychosomatic Medicine (now Canadian Academy of Consultation-Liaison Psychiatry). He has previously been awarded the University of Toronto W.T. Aikins Award in the Educational Innovation Category (2020) and the Canadian Association for Medical Education Certificate of Merit (2022).





MR. PIERRE  
LEMA Y

This award is presented annually to a past or present Council, staff or committee member of the MCC or to a person whose collaboration has contributed in an extraordinary manner to the vision and mission of the MCC. The 2022 recipient of this award is Mr. Pierre Lemay.

DR. LOUIS LEVASSEUR

## *Distinguished Service Award*

Since 2007, Pierre Lemay has served as an executive with the Medical Council of Canada (MCC). Prior to this, he was Director of the Physician Credentials Registry of Canada and was responsible for the development of the first national repository of verified credentials.

Mr. Lemay is a tireless, politically astute and persuasive advocate whose passion, knowledge and commitment to excellence have resulted in many successive Government of Canada grants. Those served to develop the [physiciansapply.ca](http://physiciansapply.ca) website and portal, including the Physician Credentials Repository that stores verified medical credentials used by over 40 health organizations, and the Application for Medical Registration. Mr. Lemay and his MCC colleagues recently secured funds from the Government of Canada for the design and development of the National Registry of Physicians. His passion for collaborative and inclusive development and mentoring of team members remains central on how he approaches his role and work each day.



## MR. SUKHMEET SINGH SACHAL

### STUDENT AWARD

Created in honour of Dr. Bowmer's many years of service as the MCC Executive Director and Registrar, 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. Mr. Sukhmeet Singh Sachal and Dr. Orianna Mak are the 2022 recipients of this award.

# *Dr. M. Ian Bowmer Award*

FOR LEADERSHIP  
IN SOCIAL  
ACCOUNTABILITY

Mr. Sukhmeet Singh Sachal is an award-winning social entrepreneur, speaker, author, and health activist. As a medical student in Canada, he serves as the Health and Wellness Ambassador for the Canadian Medical Association (CMA). He is also the co-founder of Break The Divide Foundation, an international organization which connects youth globally with one another to discuss climate change and mental health, and drive local solutions to global problems.

Mr. Sachal is the founder of the Sikh Health Foundation, which aims to improve health interventions in South Asian communities across Canada. During the pandemic, this charity created awareness about COVID-19 in a culturally effective manner. Mr. Sachal has been named one of Canada's Emerging Leaders and is the only medical student to have received the Sandra Banner Student Award for Leadership, awarded by the Canadian Resident Matching Service (CaRMS). Mr. Sachal was also invited by Bill Gates and Melinda French Gates to speak at their UN Sustainable Development Goals Goalkeepers Conference in New York. He hopes to continue making an impact in the global health and surgery fields as he pursues his journey in medicine.



DR. ORIANNA  
MAK

RESIDENT  
AWARD

Dr. Orianna Mak is a second-year Pediatric resident at McMaster University, where she also completed her medical school training. As a medical student, she founded McMaster Undergraduate Medical Education's (UGME) Environment and Health Interest Group to advance knowledge on planetary health and its relationship to human health. She also served as co-chair of McMaster UGME's Global Health Committee, providing colleagues with opportunities to engage in global health dialogue. In this role, Dr. Mak and her team led an OSCE-style event designed to allow students to practise culturally safe care for patients of various marginalized groups, including transgenders, newcomers, and Indigenous Peoples.

Dr. Mak has particular interests in inner-city health and youth homelessness. This led to her involvement in the opening of a rest and hygiene centre for individuals experiencing homelessness in March 2020, when the COVID-19 pandemic first hit. Along with her group of co-founders, they have evolved the centre into "The Hub Hamilton", a daily drop-in and wraparound resource centre. For her resident research project, she is currently working on a qualitative study assessing the barriers to care experienced by street-involved youth in Hamilton, Ontario. Her experiences have taught her to become a more socially responsive physician, recognizing those around her that made these experiences possible.



MS. ROBIN  
STONE

STUDENT  
AWARD

To honour Dr. Dauphinee's endeavors for change in educational practices and performance assessment as well as 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. Ms. Robin Stone and Dr. Lior Krimus are the 2022 recipients of this award.

## *Dr. W. Dale Dauphinee Award*

FOR EXCELLENCE  
IN MEDICAL  
EDUCATION AND  
ASSESSMENT

Ms. Robin Stone is a senior medical student at the University of British Columbia (UBC) Faculty of Medicine. An engaged and passionate student advocate, she joined various working groups throughout her time at UBC and has held the student representative position for the Island Medical Program site on both the Undergraduate Medical Education (UGME) Committee and the UGME Pandemic and Emergency Preparedness Task Force.

In response to the lack of clinical skills learning due to the pandemic, Ms. Stone designed a virtual teaching application that sought to optimize novel ways of teaching clinical skills online. After assembling a team of IT professionals, she obtained a UBC Faculty of Medicine Strategic Investment Fund grant and went on to manage the successful development and delivery of a proof-of-concept application that utilized natural language process, Artificial Intelligence, and media to engage users in learning foundational clinical skills. The project was published in the Canadian Medical Education Journal (CMEJ) and Ms. Stone presented her work at the 2021 Canadian Conference on Medical Education (CCME).

As an active mentor, Ms. Stone currently coaches several medical school peers on self-development, communication, and leadership skills. She intends to further pursue opportunities to simplify, innovate, and enhance by merging her unique background with her medical career.



## DR. LIOR KRIMUS

### RESIDENT AWARD

Dr. Lior Krimus is a fourth-year Anesthesia resident at the University of Toronto. He completed his undergraduate degree at York University and his medical education at the University of Toronto. Dr. Krimus is passionate about medical education and has been part of the “Anesthesiagram” team for four years, where he regularly contributes to the anesthesia education of medical students.

He presented in various conferences nationally and internationally on the use of social media in the context of medical education. He loves teaching and always enjoys having medical students join him in the operating room. In his free time, he enjoys spending time with his wife and family, hiking, and exploring various coffee shops in Toronto.



# Research in clinical assessment grant program



RECIPIENT OF THE 2022 GRANT:

DR. ANDREA  
GINGERICH

*Conspicuously absent: The what, how and why assessment information that supervisors leave undocumented.*



To support medical assessment research, the MCC offers research grants to interested faculty members, staff members or graduate students of Canadian medical faculties.

Grants are intended to support and provide a principal investigator with the financial resources required to further complete their research, while promoting the MCC's vision of striving for the highest standard of medical care in Canada.

2022-2023:

Grant applications were peer-reviewed by a panel of **20** reviewers, from Canada, the USA and the Netherlands.

Canadian reviewers represented **7** country-wide universities.

## MCC EMPLOYEE SERVICE AWARDS

In recognition of their long-standing service and commitment to the MCC, the 20 employees below received service awards for the milestones achieved during the 2023 fiscal year. The MCC congratulates all the awards recipients for their continued service and loyalty.

5 YEARS	Cecilia Alves	AD	Brad Pender	F&CS
	Shelly Desjardins	F&CS	Daniel Perrone	P&C
	Elaine Hartman	RRC	Christine Séguin	AD
	Chantal Marina	RRC		
10 YEARS	Cleveland Caesar	F&CS	Judy McCormick	AD
	Tyler Cole	RRC	Denis Mukama	RRC
	Roxane Levesque	RRC	Douglas Sceviour	BT
15 YEARS	Michèle Beauseigle	RRC	Brad Lawrence	RRC
	Amy Harris	CEO	Pierre Lemay	RRC
	Daniela Ignea	BT		
20 YEARS	Lin Ma	AD		
25 YEARS	Suzanne Deschamps	RRC		

### MCC 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



# *Publications*

AND PRESENTATIONS

## RESEARCH PUBLICATIONS

### 2022

Bartman, I., Touchie, C., Topps, M., & Boulet, J. R. (2022). Facilitating the path to licensure and practice: International medical graduates in Canada. *Journal of Medical Regulation*, 108(3), 18–26.

Dion, V., St-Onge, C., Bartman, I., Touchie, C., & Pugh, D. (2022). Written-based progress testing: A scoping review. *Academic Medicine*, 97(5), 747-757.

Kealey, A., & Naik, V. (2022). Competency-based medical training in Anesthesiology: Has it delivered on the promise of better education? *Anesthesia and analgesia*, 135(2), 223–229.

Smee, S., Coetzee, K., Bartman, I., Roy, M., & Monteiro, S. (2022). OSCE standard setting: Three borderline group methods. *Medical Science Educator*, 32(6), 1439-1445.

Stukalin, I., Olaiya, O., Naik, V., Wiebe, E., Kekewich, M., Kelly, M., Wilding, L., Halko, R., Huyer, D., & Oczkowski, S. (2022). Medications and dosages used in Medical Assistance in Dying: a cross-sectional study. *CMAJ open*, 10(1), E19–E26.

Touchie, C., & Pugh, D. (2022). Cancel culture: exploring the unintended consequences of cancelling the Canadian national licensing clinical examination. *Canadian Medical Education Journal*, 13(4), 62-7.

### 2023

Nie, R., Guo, Q., & Morin, M. (2023). Machine learning literacy for measurement professionals: A practical tutorial. *Educational Measurement: Issues and Practice*, 42(1), 9–23.

Sibbald, M., Pugh, D., Sherbino, J., Morin, M., Norman, G., & Monteiro, S. (2023). Does allowing access to electronic differential diagnosis support threaten the reliability of a licensing exam? *Medical Education* [Epub ahead of print].

## PRESENTATIONS

### 2022

Roduta Roberts, M., Alves, C., & Chen, F. (2022, April 21-26). *Validity evidence for the use of Casper in admissions decisions within an occupational therapy program* [Paper presentation]. 2022 Annual Meeting of the American Educational Research Association (AERA), San Diego, CA, United States (hybrid conference).

THIS PAPER WON THE AERA DIVISION I: EDUCATION IN THE PROFESSIONS ESTABLISHED RESEARCHER AWARD.

Karkache, W., Halman, S., Tran, C., Nie, R., & Pugh, D. (2022, April 23-26). *Can't touch this: designing a touchless physical examination for a virtual Objective Structured Clinical Examination* [Poster session]. Canadian Conference on Medical Education (CCME), Calgary, AB, Canada (hybrid conference).

Sibbald, M., Pugh, D., Sherbino, J., Morin, M., Norman, G., & Monteiro, S. (2022, April 23-26). *Does allowing access to electronic differential diagnosis support threaten the validity of a licensing exam?* [Paper presentation]. Canadian Conference on Medical Education (CCME), Calgary, AB, Canada (hybrid conference).

Naik, V. (2022, April). *Progressing assessment in a period of disruption: Two years Later...* [International Webinar]. Tri-nation Alliance International Medical Symposium.

Roduta Roberts, M., Alves, C., & Chen, F. (2022, May 4-7). *Validity evidence for the use of Casper in admissions decisions* [Paper presentation]. Annual Meeting of the Canadian Association of Occupational Therapists, Whistler, BC, Canada (hybrid conference).

Naik, V. (2022, May). *Besides CaRMS: Routes to specialist certification* [National Webinar]. Internationally Trained Physicians of Ontario (ITPO).

Naik, V. (2022, May). *Avoiding a bad MAiD experience (when an IV blows)* [National Webinar]. Canadian Association of MAiD Assessors and Providers (CAMAP) Spring Symposium.

McCormick, J., Boulet, J. R., & Pugh, D. (2022, Oct. 17-18). *Recreating the Objective Structured Clinical Examination for pandemic times* [Pop-up poster]. SIM Expo., Toronto, ON, Canada.



## PRESENTATIONS

### 2023

Alves, C., Guo, Q., & Morin, M. (2022, Oct. 26-28). *Use of statistical evidence to flag potential compromised items* [Paper presentation]. 2022 Conference on Test Security, Princeton, NJ, United States.

Sibbald, M., Pugh, D., Sherbino, J., Morin, M., Norman, G., & Monteiro, S. (2022, Oct. 27-29). *Does allowing access to electronic differential diagnosis support or threaten the validity of a licensing exam?* [Paper presentation]. Royal College of Physicians and Surgeons of Canada International Conference on Residency Education (ICRE), Montreal, QC, Canada.

Morin, M. (2022, Nov. 17-18). *Quel avenir pour la surveillance à distance des examens à enjeux élevés?* [Paper presentation]. 43<sup>e</sup> Session d'études de l'Association pour le développement des méthodologies d'évaluation en éducation (ADMEE-Canada), Montreal, QC, Canada.

McCormick, J., Boulet, J. R., & Pugh, D. (2023, Jan. 21-25). *Disrupting the status quo: recreating the OSCE for pandemic times* [Paper presentation]. International Meeting on Simulation in Healthcare (IMSH), Orlando, FL, United States.

Naik, V., Dupre, J., Garnett, W., Gehring, S., & Kvern, B. (2023, Mar. 12-15). *Digital transformation of performance based examination: An international perspective* [Panel discussion]. Association of Test Publishers 2023 Innovations in Testing Conference, Dallas, TX, United States.

Archibald, D., Grierson, L., Bartman, I., Chahine, S., Kulasegaram, M., Cameron, E., Ross, B., Wang, P., Kiripilani, A., & Touchie, C. (2023, Mar. 24). *uOttawa Findings from the Ontario Medical Schools Outcome Measures Research Consortium (OMSOMRC)* [Presentation abstract]. Meridith Marks Medical Education Day, Ottawa, ON, Canada.

Gotzmann, A., & Zhang, Y. (2023, Mar. 24). *Validity evidence using correlation coefficients between the TDM, and the MCCQE Part I and the NAC Examination scores* [Poster presentation]. Meridith Marks Medical Education Day, Ottawa, ON, Canada.

Kalkhove, M., Roy, M., & Pugh, D. (2023, Mar. 24). *Feeling "non-existent": What patient lived experiences teach us about medical gaslighting* [Paper presentation]. Meridith Marks Medical Education Day, Ottawa, ON, Canada.

AWARD WINNER FOR THE BEST  
PRESENTATION AT THE CONFERENCE.



MEDICAL COUNCIL  
OF CANADA

LE CONSEIL MÉDICAL  
DU CANADA

**MCC ANNUAL REPORT 2022-2023**  
INSPIRING CONFIDENCE WITH TRANSFORMATIVE SOLUTIONS

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[communications@mcc.ca](mailto:communications@mcc.ca)