



NEWFOUNDLAND AND LABRADOR  
MEDICAL ASSOCIATION



2019

# ANNUAL REPORT



## **Mission Statement**

The Newfoundland and Labrador Medical Association represents and supports a united medical profession and provides leadership in the provision of excellent health care in Newfoundland and Labrador.

# In Memoriam

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

Dr. John Michael Seary	St. John's, NL	August 26, 2018
Dr. Douglas Alfred Torrville	Grand Falls-Windsor, NL	October 23, 2018
Dr. Harold Ross Watts	Cow Head, NL	November 15, 2018
Dr. Peter M.F. Barrie Martin	St. John's, NL	November 25, 2018
Dr. John Enda Morley	St. John's, NL	December 1, 2018
Dr. Samuel Tewfiek Fam	Quispamsis, NB	January 10, 2019
Dr. Spencer Moody Bridger	St. John's, NL	January 19, 2019
Dr. Ernest Chude Dureke	Corner Brook, NL	February 18, 2019
Dr. Joseph Cowan Craig	St. John's, NL	February 21, 2019

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

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# CONDUCT OF **ANNUAL GENERAL MEETING**

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

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

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

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

The Chair will try to recognize speakers in their turn.

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

## **REPORTS**

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

## **MOTIONS**

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

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

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

# PROCEEDINGS OF THE 93rd ANNUAL GENERAL MEETING

Richard Fagan Theatre, MUN Faculty of Medicine, St. John's  
JUNE 2, 2018, 2 P.M.

## 1. Official Opening

CMA President Dr. Laurent Marcoux officially opened the 93rd AGM at 2:00 pm on Saturday, June 2, 2018.

## 2. Call to Order

The speaker, Dr. Art Rideout, called the meeting to order. He then advised delegates that the Resolutions Committee would accept resolutions from the floor until 3:20 p.m.

## 3. AGM Agenda

It was moved by Dr. Gerard Farrell, seconded by Dr. Lynn Dwyer, to approve the AGM agenda as circulated.

**Passed**

## 4. Minutes of the 2017 AGM

It was moved by Dr. Paul Johnston, seconded by Dr. Lynn Dwyer, that the minutes of the 2017 AGM be approved as circulated.

**Passed**

## 5. Actions on Resolutions Arising from the 2017 AGM

It was moved by Dr. Elizabeth Callahan, seconded by Dr. Charlene Fitzgerald, that actions arising from the 2017 AGM be received for information.

**Passed**

## 6. Approval Of Resolutions Committee

It was moved by Dr. Charlene Fitzgerald, seconded by Dr. Tracey Bridger, to approve the Resolutions Committee, consisting of Drs. Gerard Farrell (Chair), Sandra Luscombe and Brendan Lewis.

**Passed**

## 7. Keynote Address – Dr. Claudia Sarbu, Chief Medical Officer of Health (Acting)

Dr. Sarbu gave a talk to delegates titled *Public Health in NL; Syphilis the Great Imitator in a Modern Society*. The talk began with a brief history of health boards in the province and identified that the trends in sexually transmitted diseases in Newfoundland and Labrador are going up. Dr. Sarbu pointed out that Newfoundland and Labrador has

the worst health indicators in the country: high smoking rates, alcohol consumption, unhealthy eating, and sedentary lifestyle. In the past 20 years, Newfoundland and Labrador has had higher death rates from preventable diseases and the province's population has a lower life expectancy. There has also been an emergence of chronic disease outbreaks, including E. coli and tuberculosis. Dr. Sarbu advised that the syphilis outbreak is not going away and there is a need to integrate sexual health into patient discussions. There are spikes of Hepatitis B & C as well, and Dr. Sarbu recommended if a patient has one STI to do a full panel of tests. Newfoundland and Labrador is the province which sees patients with HIV found in late stages most often; she urged doctors to test for HIV, no matter the patient age, and encouraged non-judgemental discussion and treatment. Dr. Sarbu shared some health statistics relating to cases of syphilis and said people with STIs often don't get or seek health care because of stigma. Dr. Sarbu concluded by acknowledging the importance of increasing the opportunity for education for physicians, nurse practitioners, and the public.

### **8. Presidential Address – Dr. Lynn Dwyer**

Dr. Dwyer began her address by expressing the honour of having served as the 92nd president of the NLMA. She said it was a rewarding, busy year with both challenges and opportunities. Dr. Dwyer acknowledged it was a long road to sign the Memorandum of Agreement, and that the Association had some difficulty with the Department of Health, but she stated the NLMA was there to defend the reputation of physicians. Dr. Dwyer addressed the cuts to GFT physicians and said the NLMA is looking at the issue, including potential legal action. She also mentioned the #FluNL campaign. A highlight of her tenure was the Family Medicine Awareness Day and vision paper, which was a joint endeavour with Memorial University's Faculty of Medicine and the Newfoundland and Labrador College of Family Physicians. Dr. Dwyer said the paper addressed current problems, what's working, and next steps. She also highlighted the work of the FPRP, including getting the FPNs off the ground, EMR, and eConsult, acknowledging the more than 1,400 consults that have helped to reduce wait and travel times and decrease the number of needed face-to-face specialist appointments. Dr. Dwyer discussed the After-hours Clinic in St. John's that opened in May, as well as fond memories made during the 14 stops of her President's Tour. She also addressed the negotiations consultation meetings held by the NLMA, stating the Association would take feedback to government with the objective to be fair and reasonable for physicians. Dr. Dwyer concluded her speech by thanking her colleagues, NLMA board members and staff, as well as the AGM attendees.

### **9. Stewardship Report – Mr. Robert Thompson**

Mr. Thompson advised delegates that the Stewardship Report could be found in the Annual Report. He thanked Dr. Dwyer and mentioned how active she had been in the media during her tenure. He also said he was looking forward to working with incoming

president Dr. Tracey Bridger. Mr. Thompson provided delegates with an overview of the status of NLMA operations. He reported that throughout the past year, the Association has remained a healthy, financially stable organization, with no significant risks to its operational performance. He said the NLMA has low turnover, and that human resources are in good condition. Mr. Thompson said the upcoming negotiations were triggered by government and that the NLMA Board has taken input from members. He said the Association was about three quarters the way through the negotiations mandate with the goal of negotiations beginning in August 2018 with the aim to be finished by the end of the year. He reported that binding arbitration had still not been fully resolved, with one provision remaining relating to job action service withdrawal. He reiterated this needs to be resolved before the next round of negotiations.

### **10. Treasurer's Report – Dr. Jerry McGrath**

Finance and Administration Committee Chair Dr. Jerry McGrath asked attendees to refer to the Annual Report for the 2018 budget. He then presented delegates with the audited financial statements for the fiscal year ending December 31, 2017. He explained that senior staff and the Finance and Administration Committee thoroughly reviewed these statements, which the Board of Directors subsequently approved. He informed delegates that not only was the budget balanced for 2017, but a surplus of more than \$300,000 was realized after accounting for capitalization of assets and return on investments. Dr. McGrath said 85% of revenue comes from membership fees. Dr. McGrath noted the Flu Shot Campaign was costly and that the NLMA Parental Leave Allowance provided \$500,000 to eligible members in 2017. He advised that about \$2.3 million dollars from the Clinical Stabilization Fund had been invested in projects to address a wide range of health system issues. Dr. McGrath closed by stating Budget 2018 was approved last fall.

### **11. Appointment of Auditors**

It was moved by Dr. Jerry McGrath, seconded by Dr. Lynn Dwyer, that the auditing firm Deloitte be reappointed as the NLMA's auditors for the fiscal year 2018.

**PASSED**

### **12. Introduction of New President-Elect & Directors At-Large**

AGM Speaker Dr. Art Rideout introduced Dr. Charlene Fitzgerald, President-Elect, as well as new Directors-At Large Dr. Lauren Smithson, Dr. Paul Johnston, and Dr. David Flusk.

### **13. NLMA Physician Health Program Presentation – Dr. Susan King**

Dr. King informed delegates that the Physician Care Network is a benefit available to all members, including their spouses and dependent children. She said there are

many services available online for physician health and a phone service available 24/7 through *inConfidence*, which is confidential and available for members' family as well. Another resource Dr. King mentioned was *MD Link*, which helps physicians find a family doctor. Dr. King spoke about *Crucial Conversations* and *Getting Things Done* licensed workshops, as well as the Safe Harbour physician wellness retreat in Port Rexton. She told delegates that a contract had been signed between the NLMA and the College of Physicians and Surgeons of NL to create an NLMA monitoring program for doctors with substance use issues. Dr. King acknowledged that sometimes people don't know when they need help and that physicians need to develop a culture where it's OK to ask if people are OK. She spoke about the importance of self-care and doing something just for fun, to increase serotonin, as well as exercise, eating well, and finding time to connect with family and friends and spark joy. Dr. King said it's physicians' responsibility to take care of themselves for their patients.

#### **14. MD Financial Management Presentation - Lucie Boucher**

This session was conducted by Lucie Boucher, Regional Vice President of MD Management. Ms. Boucher said she has been at MD for 23 years and was surprised by the news that the CMA had sold MD to Scotiabank. Ms. Boucher talked about MD's non-disclosure agreement as the reason for physicians not being notified before the sale. She said Scotiabank is publicly traded and MD could not tell their employees until two days prior to the announcement. She told delegates there would be no change for MD, saying it is a standalone company and the company only changed its owner. She said advisors are not changing and no staff had been let go. Ms. Boucher said she is still a proud employee and said MD can now offer additional services, like private banking. She said services won't change and there will be no change to fees or fee structures. Ms. Boucher said Scotiabank is respectful of the MD brand and it will continue to be the same brand. She said MD is still for physicians and now it's an open door for all Canadian doctors, even those without CMA membership.

#### **15. Joule Presentation – Sheila Beehler-Walsh**

This session was conducted by Sheila Beehler-Walsh, VP, Corporate Brand, Marketing, Communications & Leadership of Joule. Ms. Beehler-Walsh told delegates about Joule, a CMA subsidiary designed to assist physicians in the pursuit of clinical excellence. She said Joule helps 1,700 physicians each year with different program offerings. They embrace technology and offer grant programs for innovation.

## **16. OMA Insurance Presentation – Preya Singh-Cushnie**

This session was conducted by Preya Singh-Cushnie, Director of Insurance Advisory Services. Ms. Singh-Cushnie told delegates OMA Insurance wants to deliver an unparalleled member experience through group and individual products. She said OMA can protect physicians' lifestyle, assets and business. Ms. Singh-Cushnie said OMA's 2017 "fun facts" tells them they're doing good things and reminded delegates that Kelly Budden is a dedicated resource in this region.

## **17. Nominating Committee Report**

Dr. Jonathan Greenland, Chair of the Nominating Committee, prepared the committee's report for Delegates. Nominations were sought in March to fill the position of President-Elect on the NLMA Board of Directors. This triggered an election, using online voting. Dr. Charlene Fitzgerald was elected to the position of President-Elect. A full report to the membership was issued at the conclusion of online voting. The following slate of elected officers and Board Members for 2018-2019 was presented to delegates of the AGM.

### **Executive:**

President: Dr. Tracey Bridger  
Immediate Past-President: Dr. Lynn Dwyer  
President-Elect: Dr. Charlene Fitzgerald

### **Directors At-Large:**

Dr. David Flusk, rural  
Dr. Paul Johnston, urban  
Dr. Jerry McGrath, urban  
Dr. Lynette Powell, rural  
Dr. Lauren Smithson, rural  
Dr. Christina Templeton, urban

## **18. Resolutions**

### **Resolution #1**

**Moved By** Dr. Lynette Powell

**Seconded By** Dr. Jared Butler

That the NLMA advocate for the extension of the after-hours clinic model employed in St. John's to all sites across the island with Category A ER's and community-based family physicians.

**PASSED**

**Resolution #2**

**Moved By** Dr. Jared Butler

**Seconded By** Dr. Lynette Powell

That the NLMA recognize the importance of strengthening the Family Medicine presence within the Hospital setting and advocate for the extension of the “Gander Inpatient Model” to other similar sites such as Grand Falls-Windsor, Corner Brook, and Clarenville.

**PASSED**

**Resolution #3**

**Moved By** Dr. Alison Drover

**Seconded By** Dr. Jared Butler

That the NLMA call on the provincial government to reinstate fee code 54650 “influenza immunization of target population” in light of recent data from the 2017-18 flu season.

**PASSED**

**19. Adjournment**

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

**PASSED**

# ACTIONS ARISING OUT OF THE 2018 ANNUAL GENERAL MEETING

## **Actions on Resolutions**

### **Resolution # 1**

That the NLMA advocate for the extension of the After-Hours Clinic model employed in St. John's to all sites across the island with Category A ERs and community-based family physicians.

*Evaluation of the St. John's After-Hours Clinic is in progress and outcomes will be used to demonstrate the project's sustainability over time. The evaluation may also be used to assist with advocacy efforts to extend the model to other regions of the province. The implementation of Family Practice Networks and Collaborative Services Committee with Regional Health Authorities is another opportunity to use the St. John's project as an example of an after-hours model that could be adapted for implementation in other communities.*

### **Resolution #2**

That the NLMA recognize the importance of strengthening the Family Medicine presence within the Hospital setting and advocate for the extension of the "Gander Inpatient Model" to other similar sites such as Grand Falls-Windsor, Corner Brook, and Clarenville.

*The NLMA has initiated a discussion with the Department of Health and Regional Health Authorities on the issue of in-patient coverage and physician remuneration. Using the results of a regional consultation in Central Health, the NLMA will work with physicians, RHAs and Government to identify and implement a standardized in-patient model that meets the needs of individual sites.*

### **Resolution #3**

That the NLMA call on the provincial government to reinstate fee code 54650 "influenza immunization of target population" in light of recent data from the 2017-18 flu season.

*The Board agreed that the NLMA has already completed action on a similar resolution passed at the 2017 AGM, which stated "that, the NLMA call on the provincial government to rescind its decision to de-list fee code 54650 Influenza immunization of target population."*

## **Actions on Resolutions** *continued*

*The Board agreed that the NLMA would support any efforts of the mover; however, NLMA will not launch a second campaign effort at this time. If in 2-3 years the provincial vaccination rate has not improved, then NLMA will advocate for measures to increase the coverage rate, including reinstating the flu shot fee code.*

*NLMA's previous efforts included writing to and meeting with the Minister of Health, the Chief Medical Officer of Health and other officials, to express physicians' concerns with the government's decision to delist the flu shot, including the potential impact on vaccination rates, patient outcomes and health system spending. NLMA also met with the opposition parties and provided them with information, which they raised in the House of Assembly.*

*The NLMA also hosted a joint news conference with NLMA President Dr. Lynn Dwyer, Dr. Dave Thomas, President of the Newfoundland and Labrador Chapter of the College of Family Physicians, pediatric cardiologist Dr. Christina Templeton, and St. John's family physician Dr. Jillian Parsons. The NLMA President also conducted multiple follow-up media interviews and called into radio programs, which resulted in more than 50 media reports and editorials in print, online, TV and radio, which carried the NLMA's message.*

*The NLMA also launched a flu shot campaign, which included a social media strategy, paid advertisements and an online petition. FFS Family doctors also received posters for their offices and were encouraged to ask their patients to sign the online petition. The goal of the campaign was to reverse the government's position on the flu shot fee code.*

*The website [www.flunl.ca](http://www.flunl.ca) was also created, which featured facts for the public, excerpts from ATIPPA materials which illustrated how government's decision was solely about saving money, videos and statements from individual physicians, the online petition and ads. The website also allowed visitors to send a template message directly to the Premier and Minister of Health. The website was promoted on social media and traditional media.*

*The campaign lasted four weeks. In the end, the public relations campaign exposed the weaknesses in government's position and it showed the government that physicians will respond to issues that impact their patients. However, government did not change its decision. It deployed extra resources through the RHAs to provide community flu shot clinics. In the end, the government was able to maintain the status quo with a very slight increase in the vaccinate rate. It did this while finding some cost savings, which allowed it to expand the provincial HPV vaccination program to include school-aged boys.*

## **Actions on Resolutions** *continued*

*In June 2018, there were 914 laboratory-confirmed cases, 342 hospitalizations, 64 ICU admissions and 39 deaths for the 2017-18 flu season – compared to 14 deaths in the previous year. However, it was later determined that due to a genetic mutation, the influenza vaccine used in Canada in 2017-18 was only about 10% effective in adults, compared to a 42% effective rate in the previous year.*

*In May 2019, the Department of Health informed the NLMA that the number of flu shots administered in the 2018-19 flu season exceeded those administered in the previous year, however the total tally would not be accessible until sometime in June. The NLMA will continue to monitor the provincial vaccination rate to determine future advocacy efforts.*

## STEWARDSHIP REPORT



**NEGOTIATIONS UPDATE** On April 1, the NLMA announced it had reached an agreement with the Provincial Government to amend the Memorandum of Agreement to allow for binding “interest arbitration” to be effective starting with the 2021 round of bargaining. This has been an ongoing issue for many years and now that this problem has finally been resolved, the NLMA can move into bargaining for a new MOA to cover the 2017-2021 period. An agreement-in-principle to use binding arbitration was struck in 2010, with the details worked out in the 2013-2017 MOA. The Government had always insisted that the use of binding arbitration must be dependent on the College of Physicians and Surgeons passing a bylaw to provide sanction against service withdrawals. In 2016, the College decided that it would not create a new bylaw, so the arbitration mechanism was unable to be activated. The NLMA had strenuously pressured the government since that time to negotiate an amendment to the MOA to replace the requirement for a new College bylaw. In the end, the NLMA was able to successfully negotiate an agreement with no linkage to the College bylaws. The amendment states that neither the NLMA nor its members will threaten or undertake a service withdrawal for the purpose of seeking personal economic gain or benefits exceeding those specified in the MOA. The NLMA and its members will always be able to negotiate, advocate and lobby for improvements to medical compensation and the health system, but we are foregoing the use of service withdrawals as a bargaining tactic, as defined in the amendment, in return for the opportunity to use binding arbitration if we are not satisfied with the progress of MOA negotiations after a 12-month period. A key provision of the amendment is that if physicians undertake a service withdrawal, and it is not halted within two days, the government may declare arbitration rights to be null and void. Similarly, if the NLMA organizes, encourages or condones a service withdrawal, the continuation of arbitration rights is jeopardized. The NLMA can seek third-party review of whether the government has made this declaration within the meaning and intent of the MOA.

*Above Photo: Dr. Gabe Woollam (left), VP Medical Services for Labrador-Grenfell Health, meets with the NLMA Board in Labrador*



L-R: Mr. Ian Hodder, Dr. Mohamed Ravalia, Dr. Heather Cuddy & Dr. Laura Fitzgerald at the 2018 AGM

**PRESIDENT’S TOUR** This year, NLMA President Dr. Tracey Bridger met with members around the province during the annual President’s Tour. She and NLMA Executive Director Robert Thompson made 17 stops during the months of September, October and November to update members on negotiations and other important issues the Association is working on for members. The meetings were held in Labrador City, Happy Valley-Goose Bay, Stephenville, Corner Brook, Norris Point, Twillingate, Gander, Botwood, Springdale, Lewisporte, Grand Falls-Windsor, Bonavista, Clarenville, Burin, Placentia, Carbonear, and St. John’s.

**MICRO-ALLOCATIONS COMPLETED** The micro-allocations process has been completed, pending implementation by the Government of Newfoundland and Labrador. Once fully implemented, MCP will send out a newsletter advising fee-for-service physicians of changes and an effective date.

**FAMILY PRACTICE RENEWAL PROGRAM** The Family Practice Renewal Program (FPRP), with an annual budget allocation of \$4.5 million, is part of an Agreement between the Newfoundland and Labrador Medical Association (NLMA) and the Department of Health and Community Services (DHCS). Updates on the FPRP’s three core initiatives are outlined as follows:

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Top-Bottom: Drs. Tracey Bridger & Lynn Dwyer at the NLMA Election Press Conference, Mr. Robert Thompson at the NLMA 2018 AGM, Dr. Chaker Hobeika at the 2018 President’s Dinner, Dr. Lynn Dwyer, 2017/18 CMA President Dr. Laurent Marcoux & Dr. Tracey Bridger at the 2018 President’s Dinner

**1) Family Practice Networks (FPNs):** As physician-governed structures, FPNs provide mechanisms through which physician groups can address issues facing family medicine in their communities, and in collaboration with their Regional Health Authorities (RHAs), respond to local population health needs.

There are currently three FPNs across the province: Long Range FPN in Western NL, Shalloway FPN in Central NL, and Endeavor FPN in St. John's, with a combined membership of 170 family physicians. A fourth FPN, within rural communities in the eastern region, is now in development. Interest in FPNs continues to grow and more than 25 family physicians are in leadership roles as FPN Board Directors. Managers have also been hired for each FPN; these positions are responsible for the operational leadership and management of FPNs, according to strategic direction set by the Boards.

**2) Fee Code Initiative:** Enhancements to the fee for-service schedule, through a Fee Code Initiative program, are intended to achieve patient, physician, and health system benefits such as comprehensive care, collaboration with other providers, and improvements in patient access. Registration for the program began in October, 2018, and there are now close to 150 family physicians registered to access the following new codes: (i) a Shared Care Code, which provides participating physicians with compensation for two-way collaborative conferencing with other health care providers for development of a patient care plan; and, (ii) a Patient Care Telephone Code, which provides participating physicians with compensation for two-way telephone communication between the physician (or other health care provider employed within the physician's office) and the patient (or the patient's medical representative). FPRP now looks forward to the launch of a new code for enhanced care of patients with Chronic Obstructive Pulmonary Disease (COPD). Evidence shows that a code focused on COPD carries significant opportunity for improvements in patient care in our province.

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**In May, the NLMA signed a Memorandum of Understanding with the Canadian Medical Association to acknowledge the importance of the relationship between the NLMA and CMA. The MOU sets the background for future joint endeavours in areas of common interest. Priorities include medical leadership, physician health, member engagement and virtual care. These priorities may evolve and new priorities may be added. NLMA and CMA will work together to develop common initiatives that have a meaningful impact on the health of the people of the province and the advancement of the medical profession.**

*Above: NLMA President Dr. Tracey Bridger & 2018/19 CMA President Dr. F. Giji Osler*

**GIFTING CAR SEATS FOR 30+ YEARS**



**Physicians in Newfoundland and Labrador have been providing safe rides home for New Year's babies for more than 30 years! The NLMA once again donated car seats to the families of each of the first babies born in 2019 at the hospitals performing routine deliveries across the province.**

*Above: (left) NLMA President Dr. Tracey Bridger presents a car seat to new mother Kathryn Byrne, pictured with new grandmother Brenda Byrne, following the birth of Zephyr Louise*

**3) Practice Improvement Program (PIP):** This program provides physician practices with education and support to help address clinical and workflow issues. During this past year, PIP staff have worked with the family physician and consultant community to develop and deliver a number of Continuing Professional Development (CPD) programs including Comprehensive Management of COPD for the Family Physician, Frailty 1 (Dementia, Delirium), and Family Physician/Consultant educational events. Future 2019 activities include subsequent offerings of those just noted, as well as Frailty 2 (Capacity Assessment, Appropriate Prescribing, Elimination, and Falls) and Substance Abuse Disorder. PIP is also working on: (i) the design of an education and support program to help family physicians and their staff improve practice management and clinic efficiency, enabling enhanced access to patient care; (ii) development of a program to enhance family physician clinical knowledge in providing end-of-life care; and (iii) a program to educate and support physicians in setting up a new family medicine practice.

FPRP is administered by a joint governance committee known as the Family Practice Renewal Committee (FPRC). The FPRC has an equal number of appointees from NLMA and DHCS, as well as representatives from each of the RHAs. The NLMA appointees to the FPRC are Drs. Wendy Graham, Steve Major and Annette McCarthy. FPRP also regularly consults with a Clinical Advisory Group (CAG) consisting of 10 physician members, representative of fee-for-service, salaried, academic, resident, and rural/urban family physicians. Their feedback informs key decisions and provides valuable input on the practicality of programs and concepts.

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**ELECTRONIC MEDICAL RECORD** eDOCSNL, the provincial Electronic Medical Record program, is a successful initiative of the NLMA, the Department of Health and Community Services (HCS) and the Newfoundland and Labrador Centre for Health Information where governance is shared equally and costs are shared 30% by physicians using the EMR and the remainder by HCS. In 2015, HCS committed funding for the build phase of the program which includes providing EMRs to 300 FFS physicians, integrating the provincial Electronic Health Record (EHR) HEALTHe NL with the EMR, and the creation of the eDOCSNL office to support physicians in their use of the EMR. The program has made significant progress and has met or exceeded all of its incremental milestones. More than 300 physicians are using the EMR and more than 250,000 unique patients now have a chart in eDOCSNL. More than 130 additional physicians have either expressed an interest in the program or are waiting for deployment. This project phase concludes March 31, 2020 at which time it is expected

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450 FFS and salaried physicians will be part of eDOCSNL. Newfoundland and Labrador is one of the leaders in Canada in the integration between EHR and EMRs providing with physicians with more complete patient information than is available with paper records.

In the next year, eDOCSNL will transition to a sustainable program, continue to enrol users, particularly salaried family physicians, and expand the integration of other information sources. There are also plans to introduce PrescribeIT, the electronic prescribing solution in mid-2019 and roll it out across the province in phases. Within the next year EMR data will flow to HEALTHe NL to create more complete patient records and to the Centre for Health Information for uses to support public policy and planning.

	Standalone Clinic	RHA Instance	Scheduled for Deployment	Expressions of Interest
Salaried FP	2	39	8	27
Salaried Specialist	1	2	0	11
FFS FP	206	4	24	38
FFS Specialist	56	1	7	16

**CLINICAL STABILIZATION FUND** Approximately \$3 million was allocated to the Clinical Stabilization Fund (CSF) under the 2009-2013 MOA. The CSF has since proven to be of great value in many joint initiatives between the NLMA and Department of Health and Community Services. The CSF is currently providing financial support to the following active projects and initiatives:

- » After-hours Primary Care Clinic
- » Knowledge Exchange Warehouse/Forms Management
- » Group Based Prenatal Care
- » Palliative Care Process Improvement
- » Rehabilitation Medicine Process Improvement
- » eConsult
- » Multi-Morbidity and Interprofessional Teams in Primary Care
- » Tele-Psychiatry in Labrador-Grenfell

**eCONSULT** The NL BASE™ eConsult service was launched in September 2016. Since then it has grown to include more than 300 family physicians and nurse practitioners who have generated more than 3,000 patient eConsults. An eConsult improves primary care providers' (PCP) access to specialists' advice by facilitating secure, electronic communication to get clinical questions answered. PCPs can consult a specialist through eConsult and get a response within seven days. Responses are generally a reply to a question, a request for additional information, or a recommendation for referral, including any diagnostic procedures that should be performed in advance of a referral. Relevant diagnostic testing, images, photos, letters and other documentation can be submitted to help inform the eConsult process. There are more than 30 participating specialties in Newfoundland and Labrador. Nationally, eConsults have been supported by both the Canadian Medical Protective Association (CMPA) and the College of Family Physicians of Canada (CFPC). The eConsult platform is currently being updated to enable integration with HEALTHe NL and the provincial electronic medical record.

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**AFTER-HOURS CLINIC** The After-Hours Clinic, a partnership between the NLMA and Eastern Health, has been growing since it opened in May of 2018. The clinic, which allows patients of participating family doctors to see a physician for non-emergency illnesses and injuries beyond normal business hours, has increased its capacity to have two physicians working Monday through Thursday nights. With the After-Hours Clinic open on evenings and weekends, the clinic helps reduce unnecessary trips to emergency departments. The clinic is available by appointment only – it is not a walk-in clinic – to any patient of a participating family doctor. Care is shared among all participating physicians and any updates to a patient's medical record is sent to their primary family doctor. Clinic hours are Monday to Friday from 6 p.m. to 9 p.m. and on Saturday, Sunday and holidays from 9:30 a.m. to 12:30 p.m. The clinic is located at the Major's Path Clinic in St. John's and there are currently more than 50 physicians – including family and emergency doctors – participating in the clinic.



L-R: 2018 NLMA Honorary Life Member Dr. Austin Richard (Rick) Cooper, NLMA President Dr. Tracey Bridger, & 2017 NLMA Honorary Life Member Dr. Chaker Hobeika at the 2018 President's Dinner | Dr. Tracey Bridger interviewed on Budget Day at the Confederation Building | CMA Honorary Life Member Dr. Ivan Woolfrey with 2017/18 CMA President Dr. Laurent Marcoux at the 2018 President's Dinner | Dr. Tracey Bridger, NLMA Board Member Dr. Jerry McGrath & 2018/19 CMA President Dr. F. Gigi Osler

<sup>1</sup>BASE – Building Access to Specialist through eConsultation



*L-R: Ms. Glenda Nash, Dr. Lynette Powell and Dr. Jared Butler at the press conference announcing Newfoundland and Labrador's first Family Practice Network*

**PHYSICIAN HEALTH** The provincial government permanently allocated \$150,000 annually from the Physician Services Budget to support the NLMA Physician Care Network, which oversees NLMA's physician health programs like inConfidence, MDlink and Safe Harbour. The funding also supports a 0.2 FTE Medical Director who oversees the programs, develops policies, and provides treatment plans for members in need of assistance. The NLMA Physician Care Network also maintains a Memorandum of Understanding with the College of Physicians and Surgeons of Newfoundland and Labrador to deliver a Substance Use Disorder Monitoring Program to facilitate successful and sustained recovery for physicians with substance use disorders. The College refers physicians to the NLMA program and physicians may also self-refer. To learn more about the programs of the NLMA Physician Care Network, visit the Wellness section of [www.nlma.nl.ca](http://www.nlma.nl.ca). The 2019 Canadian Conference on Physician Health hosted by the Canadian Medical Association will be held in St. John's from October 3-5, 2019. NLMA President (2018-19) Dr. Tracey Bridger, Medical Director Dr. Susan King and Associate Executive Director Ms. Lynn Barter represent the NLMA on the planning committee for the conference.

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**ELECTION PRESS CONFERENCE** In April, NLMA President Dr. Tracey Bridger and NLMA Past-President Dr. Lynn Dwyer released a series of recommendations that the NLMA sent to all political party leaders running in the May 16th provincial election along with a request for each party's endorsement. The Association made recommendations on four key areas, including health system sustainability, family practice renewal, virtual care, and physician recruitment and retention. The NLMA published the responses from each party leader on its website and social media. The message to each party leader was that the NLMA will work collaboratively and positively with government to ensure we have a sustainable health care system that meets the needs of all patients in Newfoundland and Labrador. Coverage of the news conference was carried by all provincial media.

**REPRESENTATION FOR ACADEMIC PHYSICIANS** In March, the NLMA filed a Statement of Claim in the Supreme Court of Newfoundland and Labrador against the Government and Eastern Health, seeking, among other things, a declaration that the Government breached the Memorandum of Agreement when it unilaterally reduced the payment in lieu of benefits for “fixed fee” GFTs from 14% to 5%. NLMA had asked the Government to pursue a resolution of this matter through discussions, or dispute resolution, but they refused both avenues. Therefore, the Association had no choice but to seek redress from the Courts. Our goal is to obtain retroactive payments to eliminate the losses incurred by affected physicians, and to reinstate the payment in lieu of benefits to the full 14%. NLMA’s position is that if the Government wishes to seek changes it must negotiate such arrangements, not act outside the established MOA. Late in 2018, the NLMA advised Memorial University of its intention to negotiate an agreement for academic physicians that will outline the compensation, benefits and other workplace matters that have to date been addressed in individual contracts. Memorial’s response has been to decline to negotiate with the NLMA. An open meeting with members was held in February 2019 to discuss how to respond to the University, with feedback overwhelmingly in favour of continuing to seek full representation and a group agreement. The NLMA has met with the Dean of Medicine to review the issues and will continue that dialogue. The Academic Physicians Section of the NLMA was established in December 2018 as an effective way to represent the interests of academic physicians and to provide an organizational structure within which dialogue with Memorial can occur. Work to organize the section and to select a formal Executive Committee, as well as member engagement through small group meetings, is ongoing.

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**CANNABIS CAMPAIGN** In response to the legalization of cannabis, the NLMA launched a social media and advertising campaign in October 2018, as well as the website [oktotalk.ca](http://oktotalk.ca), to let the public know that it’s OK to talk to their doctor if they have questions about how cannabis use might affect their health. The NLMA also developed a video that was shown in movie theatres around the province before the start of films. The video and social media ads directed the public to [oktotalk.ca](http://oktotalk.ca), which features answers to some of the common questions about cannabis use and provides information about the known health risks. To coincide with the campaign, the NLMA developed posters and rack cards for members to post in their medical clinics.

**NLMA CAR SEAT PROGRAM** A New Year tradition for the NLMA is the annual car seat program. For more than 30 years, physicians in Newfoundland and Labrador have been providing safe rides home for newborns at hospitals around the province. Again this year, the NLMA donated a car seat to the first baby born in 2019 at each of the province's hospitals that perform routine deliveries. The intent of the NLMA's car seat program is to encourage all parents to use approved car seats for their children from the moment they leave the hospital as newborns. To date, more than 350 car seats have been presented to families of newborns.

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**NLMA AND WORKPLACENL SIGN NEW MEMORANDUM OF AGREEMENT** In September, the NLMA and WorkplaceNL announced the signing of a new MOA guiding the working relationship between the province's physicians and WorkplaceNL, and recognizing the importance of the physician's role in the medical management of injured workers and the early and safe return to work process. The term of the 5-year agreement is October 1, 2017 – September 30, 2022. Retroactive payments are not required as there were no increases negotiated in Year 1 (October 1, 2017 - September 30, 2018). Increases began on October 1, 2018. A new fee has been negotiated for a requested review and submission of file information. This new fee was implemented on October 1, 2018 and will increase in line with the Phone Consultation code. As well, for the first time, a new fee has been introduced for online reporting.

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**BUPRENORPHINE/NALOXONE TREATMENT OF ADDICTION  
ADVANCED TRAINING PROGRAM** The NLMA facilitated half-day, accredited sessions of advanced training for the treatment of addiction. Sessions were held in Corner Brook, Bay Roberts and Burin, with sessions planned for St. John's and Happy Valley-Goose Bay. The presenters were Dr. Peter Barnes, Dr. Stephen Darcy, and Dr. Bruce Hollett. The sessions focused on opioid dependency, recognizing opioid use disorder, and opioid replacement therapy with Buprenorphine, as well as evaluating the stability of patients.

**DOCTORS TAKING NEW PATIENTS** The NLMA has migrated information regarding physicians accepting new patients from the NLMA website to a new site called Find A Doctor NL (findadoctornl.ca). The content of this website relies on physicians letting the NLMA know if they are accepting patients. If you are accepting patients, or are listed online and are no longer accepting patients, please contact the NLMA. You, or your medical office administrator, can fill out a form on the website to start, change, or cancel a listing on the site. This form can be found in the top right corner labelled “For Physicians.” Alternatively, you can provide information to the NLMA by emailing [adelaney@nlma.nl.ca](mailto:adelaney@nlma.nl.ca) or calling (709) 726-7424 ext. 314 and we will update the website accordingly. Please note: while the new website is not publicly attached to the NLMA, the website is maintained by staff at the NLMA.

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**PHYSICIANS’ LEGACY FOUNDATION** The NLMA, through its charity the Physicians’ Legacy Foundation, established several new offerings for students and residents this past year. The NLMA Leadership Scholarship, valued at \$1,000 and renewable for each year of the four-year program, will be granted annually in recognition of the NLMA’s mission. The NLMA Resident Travel Award, two awards valued at \$1,500 each, will be granted annually to assist residents with the costs associated with travel to a conference. And a second Phyllis H. Madryga Scholarship, valued at \$3,000, will be granted annually in recognition of Dr. Madryga’s many years of dedicated service to the people of rural Newfoundland and Labrador. The Foundation now awards \$31,000 annually to student and resident members of the Association.



*L-R: Dr. Tracey Bridger, NLMA Gerald F. Lynch Essay Award in Medical History and Humanities Recipient Lauren Winsor, Dr. Margaret Steele | Dr. Tracey Bridger, NLMA Leadership Scholarship Recipient Sarah Manning, Dr. Margaret Steele*

## **TRANSITION OF HOSPITAL-BASED SERVICES TO PRIVATE CLINICS**

In The 2013-2017 MOA established a process to review which surgical, diagnostic or therapeutic procedures currently provided in hospital facilities might be appropriate to transition to the community to improve access and health system sustainability. A Transitioning Hospital-Based Services Committee has been established consisting of equal representation from both the NLMA and the Department of Health and Community Services. The NLMA appointees are Dr. Sonny Collis, Dr. Brett Williams and Dr. Chris Cox. This Committee considers proposals from physicians on transitioning services that presently cannot be billed by fee-for-service physicians if performed outside of the hospital setting. In July, the NLMA issued a call for expressions of interest from members interested in performing hospital-based services/procedures in their community practices. The Committee engaged the services of the accounting and consulting firm Grant Thornton to help inform the review and evaluation of these proposals. The Committee also commissioned Deloitte to undertake a review of the regulatory frameworks for non-hospital facilities in other Canadian jurisdictions. This review was undertaken in partnership with the College of Physicians and Surgeons of NL.

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*Back Row L-R: Dr. Jerry McGrath, Dr. Lauren Smithson, Dr. Lynette Powell, Dr. Art Rideout, Mr. Robert Thompson  
Front L-R: Dr. Tracey Bridger, Dr. F. Gigi Osler, Dr. Charlene Fitzgerald, Dr. Christina Templeton, Dr. Lynn Dwyer during a Board meeting and members town hall in Gander*

APPENDICES TO THE  
**NLMA ANNUAL REPORT**

**Appendix 1 – Financial Statements**  
*Available to members upon request*

**Appendix 2 – 2019 Budget**

*Available to members upon request*

# REPORT OF THE NOMINATING COMMITTEE

## Dr. Christopher Cox, Chair

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

The Committee is pleased to put forward the following slate of officers and board members for 2019-2020:

President	Dr. Charlene Fitzgerald, Sal <sup>1</sup> FM	Happy Valley-Goose Bay
President-Elect	Dr. Lynette Powell, FFS <sup>2</sup> FM	Grand Falls-Windsor
Immediate Past-President	Dr. Tracey Bridger, Sal Spec	Portugal Cove-St. Phillip's

## Board Members

Dr. Sarah Clancy, FFS FM	Rural
Dr. Paul Johnston, FFS Spec	Urban
Dr. William Moores, FFS Spec	Urban
Dr. Amer Qureshi, Sal Spec	Rural
Dr. Hans Schaefer, FFS FM	Urban
Dr. Lauren Smithson, Sal Spec	Rural
Dr. Claire Woodworth, PARNL <sup>3</sup>	Urban
Ms. Jillian McCarthy, Student Representative	Urban

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<sup>1</sup> Salaried

<sup>2</sup> Fee-for-Service

<sup>3</sup> Professional Association of Residents of Newfoundland and Labrador

2018-2019

## BOARD OF DIRECTORS, STAFF, CMA REPRESENTATIVES

### NLMA Board of Directors

#### Officers

**President** - Dr. Tracey Bridger

**President-Elect** - Dr. Charlene Fitzgerald

**Past-President** - Dr. Lynn Dwyer

#### Directors At-Large

Dr. David Flusk

Dr. Paul Johnston

Dr. Jerry McGrath

Dr. Lynette Powell

Dr. Lauren Smithson

Dr. Christina Templeton

#### Non-Voting

**Board Chair** - Dr. Arthur Rideout

**Resident** - Dr. Claire Woodworth

**Medical Student** - Ms. Jillian McCarthy

#### NLMA Staff

Mr. Robert Thompson

Executive Director

Ms. Lynn Barter

Associate Executive Director

Mr. J. David Mitchell

Director Administration & Membership

Ms. Suzan Izquierdo

Membership Administrator

Ms. Donna Osmond

Executive Assistant

Mr. Jonathan Carpenter

Director, Communications & Public Affairs

Ms. Anna Delaney

Communications Coordinator

Mr. Scott Brown

Director, Health Policy & Economics

Ms. Tamie L. White

Senior Compensation & Benefits Analyst

Ms. Aimee Letto

Health Policy Analyst

Dr. Susan M. King

Medical Director, NLMA Physician Care Network

Ms. Jean Cook

Clinical Stabilization Fund Project Coordinator

Ms. Lucy McDonald

Senior Advisor, Health Information

Ms. Glenda Nash

Program Director, Family Practice Renewal Program (FPRP)

Mr. Ian Hodder

Senior Program Consultant, FPRP

Ms. Paula Hanrahan

Practice Improvement Advisor, FPRP

Ms. Dawn Mason

Administrative Assistant, FPRP

2018-2019

## **BOARD OF DIRECTORS, STAFF, CMA REPRESENTATIVES**

### **NLMA Representatives to CMA Committees/Forums**

Dr. Yordan Karaivanov

Board of Directors

Dr. Wendy Graham

Committee on Nominations

## NLMA COMMITTEES

### 2018-2019 Standing Committees

#### **Governance**

Dr. Tracey Bridger (Chair)

Dr. Charlene Fitzgerald

Dr. Lynn Dwyer

Dr. Art Rideout

**Secretariat:** Robert Thompson, Lynn Barter

#### **Finance and Administration**

Dr. Jerry McGrath (Chair)

Dr. Lynn Dwyer

Dr. Charlene Fitzgerald

Dr. Jonathan Greenland

Dr. Paul Johnston

**Secretariat:** Robert Thompson, David Mitchell

#### **External Relations**

Dr. Lynette Powell (chair)

Dr. Charlene Fitzgerald

Dr. Rebecca Rudofsky

Dr. Amer Qureshi

Dr. Christina Templeton

Subject experts as required

**Secretariat:** Jonathan Carpenter

#### **Negotiations Committee**

Dr. Tracey Bridger (Chair)

Dr. Charlene Fitzgerald

Dr. Lynn Dwyer

Subject experts as required

**Secretariat:** Robert Thompson, Lynn Barter, Scott Brown

2018-2019

## AD HOC COMMITTEES AND ADVISORY COUNCILS

### **Physician Wellness Advisory Council**

Dr. Tracey Bridger (Chair)

Dr. Sonny Collis

Dr. Steve Darcy

Dr. Jonathan Greenland

Dr. Gina Higgins

Dr. Susan King (Medical Director)

Dr. Sandra Luscombe

**Secretariat:** Lynn Barter

### **Rural Physicians Advisory Council**

Dr. Jared Butler (Chair)

Dr. Lauren Smithson (Board liaison)

Dr. Wendy Graham

Dr. Andrew Hunt

Dr. Megan Sherman

Dr. Yordan Karaivanov

Dr. Kris Luscombe

Dr. Amer Qureshi

Dr. Etienne van der Linde

Dr. Francois de Wet

**Secretariat:** Lynn Barter

### **Learner, Resident, Early in Practice Engagement Working Group**

Dr. Claire Woodworth (PARNL rep. to the NLMA Board)

Ms. Jillian McCarthy (Medical Student Society Rep. to the NLMA Board)

Ms. Maggie O’Dea (Class of 2021)

Dr. Desmond Whalen (PGY 2 Family Medicine)

Dr. Richard Elcock (Child Psychiatrist)

Dr. Emily Ursell (Family Physician – Locum)

**Secretariat:** Lynn Barter, Jonathan Carpenter

2018-2019

## AD HOC COMMITTEES AND ADVISORY COUNCILS

### **IMG Advisory Council**

Member consultation/Subject matter experts as required

**Secretariat:** Lynn Barter

### **Physician Services Liaison Committee (PSLC)**

Dr. Tracey Bridger

Dr. Charlene Fitzgerald

Dr. Lynn Dwyer

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

### **CPSNL-NLMA Joint Committee**

Dr. Lynn Dwyer

Dr. Tracey Bridger

**Secretariat:** Robert Thompson

### **2019 Nominating Committee**

Dr. Chris Cox (Chair)

Regional representatives to be determined

**Secretariat:** Lynn Barter

### **Health Information Committee**

Dr. Gerard Farrell (Chair)

Dr. Tony Gabriel (EMR Management Committee liaison)

Dr. David Flusk (Board liaison)

Dr. Marcus Hancock

Dr. Christopher Kovacs

Dr. Aaron McKim

Dr. Francois de Wet

Dr. Todd Young

**Secretariat:** Lucy McDonald

## PHYSICIANS' LEGACY FOUNDATION OF NEWFOUNDLAND & LABRADOR DONORS

The NLMA gratefully acknowledges the generosity of the following donors to the Physicians' Legacy Foundation of Newfoundland and Labrador. Their contributions help provide awards, bursaries, and scholarships to medical students at Memorial University's Faculty of Medicine. Below is a list of the donors who contributed since the last Annual Report.

Dr. Francisco Enrique Acevedo	Dr. Charlene Deirdre Fitzgerald
Dr. Khalil Ahmad	Dr. Donald Gerard Fitzpatrick
Dr. Ali Sa Al-Byaty	Dr. Wendy Rosalind Graham
Dr. Ali Neamah Hameed Al-Khafaji	Dr. Jonathan David Greenland
Dr. Geoffrey Albert Bailey	Dr. Bhagvanth Reddy Gunna
Dr. Peter Blanchard Blackie	Dr. Kathleen Marie Halley
Dr. David Malcolm Brentnall	Dr. Sean Francis Hamilton
Dr. Carmel Casey	Dr. Elizabeth Jolene Hancock
Dr. Janet Chaytor	Dr. Marcus Lawrence Jeddore Hancock
Dr. Santhi Chellamuthu	Dr. Conamara Hapgood
Dr. Mammen Cheriyan	Dr. Scott Rodney Harris
Dr. Diane Alison Colbert	Dr. Megan Joanne Hayes
Dr. David Allison Coleman	Dr. Kenneth James Henderson
Dr. Thomas George Costello	Dr. Gilbert Tin Maung Hla
Dr. Christopher Randall Cox	Dr. Anne Marie Hofner
Dr. Stephen Darcy	Dr. David Christopher Giovanni Holden
Dr. Mervyn Maynard Dean	Dr. Wendy Myra House
Dr. Lesley Maria Doody	Dr. Glennis Dawn Howse
Dr. Alison Christine Drover	Dr. Linda Eileen Ivany
Dr. Lynn Elizabeth Dwyer	Dr. Heather Renee Jackman
Dr. Hendrik Andries Engelbrecht	Dr. Christopher Eric Jenkins
Dr. Wilhelmina Engelbrecht	Dr. Katherine Mary Kavanagh
Dr. Fakhruddin Kassamali Essaji	Dr. Melissa Dawn Kelley
Dr. Jamie Bernard Farrell	Dr. Susan Matilda King

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Dr. Heidi Kravitz	Dr. Lorena Marie Power
Dr. Murugesan Kulandaivelu	Dr. Zaid Omar Ali Ramjohn
Dr. Harry Russell Lake	Dr. Devicka Janet Roorpram
Dr. Sheila Marie Lewis	Dr. James Thomas Bruce Rourke
Dr. Jennifer Joan Lombard	Dr. Carla Nadine Saldanha
Dr. Kristopher Dale Luscombe	Dr. Jinka Sathya
Dr. Adrian C. Major	Dr. Esmael Mohamed Harron Sebbi
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Dr. Paul Christopher Moorehead	Mr. Nicholas Jacob Snow
Dr. William Bertram Moulton	Dr. Tina E. Squires
Dr. Stuart James Murphy	Dr. Christina Gordon Templeton
Dr. Peter James Noel	Dr. Mylvaganam Joseph M. Thavanathan
Dr. Mary Hannah O'Brien	Dr. Carel Arnold Vermooten
Dr. Lachman Das Oad	Dr. Keith Anthony Vokey
Dr. Cora Ogomegbunam Ogbolu	Dr. Paula Marie Walsh
Dr. David J. Openshaw	Dr. Harold Ross Watts
Dr. Perry Alonzo Osborne	Dr. Jeffrey Vernon White
Dr. Steven M. Parsons	Dr. Lucinda Anne Whitman
Mr. Arthur Travis Paul Pickett	Dr. Paul G. Wayne Woolfrey
Dr. Angela Pickles	Dr. Dejun Xu
Dr. Calvin Neil Powell	Dr. Karim Esmat Amin Youssef
Dr. Tammy Lynette Powell	

Canadian Medical Foundation  
TD Insurance

In addition, when a member passes away, the NLMA makes a donation in their memory to the Foundation. Tax-deductible individual donations are accepted during the membership renewal process, or at any time through the NLMA.

## NOTES



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