



100  
*Ann*

NEWFOUNDLAND AND LABRADOR  
MEDICAL ASSOCIATION

1924 – 2024

# ANNUAL REPORT

---

2023/2024



NEWFOUNDLAND AND LABRADOR  
MEDICAL ASSOCIATION

# MISSION STATEMENT

## Mission

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

## Values

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

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

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

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

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

# IN MEMORIAM

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

Dr. Jesse Devilla	Grand Falls-Windsor, NL	January 23, 2023
Dr. Bill Fitzgerald	Baddeck, NS	April 17, 2023
Dr. Barry Clarke	Mount Pearl, NL	June 6, 2023
Dr. Thomas McAvinue	Newcastle, NB	June 23, 2023
Dr. Atamjit Gill	St. John's, NL	September 15, 2023
Dr. Robert Lawton	St. John's, NL	December 8, 2023
Dr. Francis (Frank) Duff	St. John's, NL	February 5, 2024
Dr. Douglas Crosbie	Clarke's Beach, NL	February 18, 2024
Dr. Teodore Rosales	St. John's, NL	May 20, 2024

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

# CONTENTS

01.

CONDUCT OF ANNUAL  
GENERAL MEETING

02.

PROCEEDINGS OF THE 98th  
ANNUAL GENERAL MEETING

10.

ACTIONS ARISING FROM THE  
2022 ANNUAL GENERAL  
MEETING

13.

STEWARDSHIP REPORT

32.

NOMINATING COMMITTEE  
REPORT

33.

APPENDICES: FINANCIAL  
STATEMENTS & BUDGET

35.

NLMA BOARD OF DIRECTORS,  
STAFF, CMA REPRESENTATIVES

36.

NLMA COMMITTEES

39.

PHYSICIANS' LEGACY  
FOUNDATION OF  
NEWFOUNDLAND AND  
LABRADOR

# CONDUCT OF ANNUAL GENERAL MEETING

---

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

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

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

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

The Chair will try to recognize speakers in their turn.

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

## REPORTS

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

## MOTIONS

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

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

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

# PROCEEDINGS OF THE 98TH ANNUAL GENERAL MEETING

---

Virtual Zoom Meeting

June 3, 2023 | 2:00 p.m. NT

01

## Official Opening

NLMA Board Chair Dr. Tracey Bridger opened the 98th AGM at 2:00 p.m. NT on Saturday, June 3, 2023. Dr. Bridger read a land proclamation, the details of participation in the virtual format were outlined. The meeting was called to order.

02

## AGM Agenda

Poll voting was used to pass the call for motion to approve the AGM Agenda. The poll showed 97% approval for the agenda as circulated.

**PASSED**

03

## Minutes of the 2022 AGM

Poll voting was used to pass the call for motion to approve the minutes of the 2022 AGM. The poll showed 97% approval for the minutes as circulated.

**PASSED**

04

## Actions on Resolutions Arising from the 2022 AGM

Poll voting was used to pass the approval of actions arising from the 2022 AGM. The poll showed 97% approval for the actions arising from the 2022 AGM be approved.

**PASSED**

# 05

## President's Address - Dr. Kris Luscombe

Dr. Luscombe began his address by thanking meeting participants and expressing his deep gratitude for the opportunity to serve as president of the NLMA. He said his presidency was a tremendous honour and that he was thankful to work with members and staff to advance the priorities of the Association. He said it was inspiring to meet with members early in his tenure during the President's Tour and that continued throughout the year with member interactions, phone discussions, etc. He added that he greatly appreciates all the input, the passion, and the energy members bring to the organization to help inform its activities. Dr. Luscombe said his discussions with members left him with a sincere appreciation for their commitment and dedication to their communities, to the Association, and to making medical practice better in this province. He thanked the NLMA Board of Directors and committee members for working tirelessly and accomplishing a great deal over the course of the year. Dr. Luscombe acknowledged that from the beginning, his presidency was shaped by the NLMA's continued efforts to implement the Memorandum of Agreement. One month after the MOA was signed, Dr. Luscombe accepted the Chain of Office, and he said progress has been made in a number of areas since then, including implementation of across-the-board increases and retroactive payments for groups who were previously below Atlantic parity. He reported that all micro-allocation proposals have been submitted to the government on behalf of each discipline receiving Atlantic Parity increases, and that the NLMA started discussions with the government and section representatives on counterproposals. He said the process will continue throughout the summer and that a new MCP Payment Schedule is expected to be published later in the fall. He stated that the NLMA also committed to reviewing other Canadian benchmarks to improve the way competitiveness is measured. Dr. Luscombe went on to highlight the work necessary to stabilize family medicine and address the dwindling workforce of community-based physicians. This included the NLMA and provincial government signing a Shared Agenda in January to assign timelines and prioritize the implementation of MOA initiatives. He reported that a new Remoteness Index for salaried family physicians in remote sites had also been finalized, and also highlighted improved compensation for physicians covering Category B emergency departments, additional family medicine residency positions, improved pathways for international physicians to work in the province, attractive signing bonuses, and a family medicine retention bonus. Dr. Luscombe also explained the MOA's inclusion of a commitment to establish Blended Capitation as a new payment model for family physicians. Negotiations for blended capitation began last summer and we reached an agreement on a new payment schedule in March. Work towards establishing the Blended Capitation payment model includes

# 05

## President's Address - Dr. Kris Luscombe

accepting expressions of interest from physicians interested in enrolling, and launching an advisory service for physicians interested in learning what transitioning to blended capitation will mean for their practices. Dr. Luscombe also highlighted the NLMA's involvement with the government's policy framework for Family Care Teams, with the Association focusing its efforts on drafting an "affiliation agreement" for family practices that decide to join a family care team. He said discussions are continuing with government to ensure physicians have a meaningful role in governance, administrative and budgeting decisions for these teams, and that their autonomy is protected. Dr. Luscombe went on to state another key priority for the Shared Agenda is to develop a health human resource plan that identifies the appropriate number and placement of physicians and other health care providers in the health care system, something he said the NLMA has been calling on for years. This process was launched in March with the government contracting Deloitte to develop the plan. He reported that the NLMA has had meetings with Deloitte and that the company was surveying practising members about workforce challenges and key recruitment and retention considerations. Dr. Luscombe then highlighted the administrative burden survey, as well as the NLMA's effort to measure OR bumps among fee-for-service surgeons and anesthesiologists. He stated the NMLA's position is that a standardized OR Bump Fee is necessary to compensate physicians for lost income when their cases are cancelled on short notice and for reasons beyond their control. Dr. Luscombe then gave an update on the Surgical Task Force, which had released its recommendations to the government the week prior, stating the creation of the Task Force was a direct result of NLMA advocacy when the Association alerted the public to the magnitude of the surgical backlog. He went on to highlight member contributions to the Gender Equity in Compensation Report, with key findings showing that female physicians experience inequities in compensation, much of which can be explained by systemic factors, as well as update on two legal cases involving the MOA. He said the NLMA reached a settlement with government which will rectify Specific Assessment claims for fee-for-service Specialists and the downgrading of ophthalmology fee codes that occurred without adhering to the rules and procedures outlined in the MOA. Dr. Luscombe then updated meeting attendees on improvements to the NLMA's membership benefit programs, including a new EFAP in partnership with Doctors of BC that offers a confidential helpline, short-term counselling, and referrals to specialized therapists for members and their immediate families, as well as changes to the Physician Monitoring Program to increase quality assurance and accountability, which include a new Clinical Advisory Panel to provide

# 06

## **President's Address - Dr. Kris Luscombe**

advice and direction on the monitoring and management of physicians experiencing mental health or substance abuse disorders, or neurological impairment. He said the NLMA also increased the maximum benefit to the Parental Leave Program by 25 per cent, widened the earnings threshold for fee-for-service and APP physicians, and extended eligibility from one to both physician parents. Dr. Luscombe acknowledged that while these are positive steps, there is still work to be done and the NLMA plans on building on the gains achieved in the last round of negotiations in the next round of bargaining, which marks the first time in NLMA history that we will be able to use binding arbitration should we be unable to reach an agreement after 12 months. He concluded his address by thanking the Board of Directors, committee members, outgoing Past-President Dr. Susan MacDonald, incoming President Dr. Gerard Farrell, President-Elect Dr. Steve Major and the staff of the NLMA. He then gave a special word of thanks to Executive Director Robert Thompson, as it would be his last AGM before retiring in September 2023 after 10 years of service, and Associate Executive Director Lynn Barter who would be retiring in January 2024 after 21 years of service to the NLMA.

# 07

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

Mr. Thompson focused his report on three issues relevant to members: the NLMA's strategic switch from Atlantic parity to a national standard as a basis for compensation negotiations, the NLMA's legal strategy to bring about improvement in the billing system, and the NLMA's long-term initiative to achieve co-governance within the health system in areas that affect physicians' vital interests. Mr. Thompson said they had used the Maritime Weighted Average system, commonly called Atlantic parity, over the past 20 years to achieve bargaining gains. He said for the most part it has worked, and the Association made progressive strides from less than 90 per cent parity at the outset up to 95 per cent, and in the last two rounds of negotiations to 100 per cent parity with Atlantic Canada. He said it's important to evaluate benchmarks to ensure they remain accurate and relevant for the future, and that in the last round of bargaining it was evident that Atlantic parity at a minimum needed a thorough renovation and updating. He added that many codes were mismatched between this province and Atlantic Canada, and there were concerns that comparisons might not be accurate in a number of disciplines. He added there were sub-disciplines and billing rules that were not being represented in the methodology. With a partnership with government, the NLMA started the process to fix the methodology. Mr. Thompson said the national and

# 07

## Stewardship Report – Mr. Robert Thompson

international physician human resource crisis and the progress on national licensure made the NLMA rethink its approach. He brought up the example of Ontario's intention to welcome any physician licensed in Canada to practise there without regulatory hurdles. He said the NLMA has hired Deloitte to help assist in developing a new model to develop statistical comparisons at the discipline and sub-discipline level. He added this would include salaried, alternative payment plan, and fee-for-service physicians and that Deloitte was going through a research phase to help the Association select a methodology in order to build the model in accordance with the timeline for the monetary phase of negotiations. Mr. Thompson then discussed the two court cases recently settled involving the specific assessment fee code, which affected multiple specialties, as well as the general issue of when a fee code is reduced in value, that the savings get reallocated to other fee codes. He said these cases had very satisfactory outcomes and will make the government less prone in the future to make unilateral decisions or alternate interpretations of fee codes without first negotiating them with the NLMA. Mr. Thompson reported that a resolution was still needed for the unilateral reduction of compensation for GFT academic physicians, as well as the alternate interpretation of the chronic disease management fee code. He said the GFT case was moving toward the court system. Mr. Thompson said the NLMA should not hesitate to use the courts when the integrity of our contract is at stake. He then moved on to the final issue of co-governance, stating it is a long-term strategy adopted by the NLMA eight years ago to enter into agreements with the government to create new institutions or standing mechanisms where the NLMA and government would share joint responsibility for programs that are of vital interest to doctors. He then gave the example of the electronic medical record being co-governed, as well as the Family Practice Renewal Program. He also mentioned the shared responsibility between government and NLMA over the transitioning of hospital-based services to physician community practices, which had a slow start but has six new proposals. He also acknowledged the success of co-governance with respect to Collaborative Services Committees, the new Blended Capitation payment model, and hope to see it in the new Family Care Teams. In closing, Mr. Thompson reported it would be his last AGM and he wished to thank NLMA staff, members, and those who have served on the Board of Directors and various committees. He then gave a special thank you to Dr. Luscombe for his service, and said he looked forward to working with the new Board members and incoming President Dr. Gerard Farrell to continue to implement the agenda of the NLMA.

08

## **Finance Report - Dr. Susan MacDonald**

Dr. Susan MacDonald, Chair of the Finance & Administration Committee, presented the audited financial statements for the fiscal year ending December 31, 2022. She noted the Finance & Administration Committee, in conjunction with senior staff, have reviewed these statements with the auditors, which the Board of Directors subsequently approved. The NLMA experienced a surplus of \$34,379 from operating activities in 2022. She said a \$336,000 surplus had been forecasted, but this was reduced in part by an unrealized loss on investments of \$326,447. She said it is important to note that this loss is only realized if investments are sold and \$89,000 of this unrealized loss was already recovered by March 31 of this year. Dr. MacDonald reported the NLMA continues to have a very healthy reserve, at over \$2.98 million at year end, despite high market volatility, which exceeds its one-year-operating-expenses target. She stated revenue from membership fees, which made up 87 per cent of total revenue, increased slightly to almost over \$2.4 million. Dr. MacDonald added the NLMA Parental Leave Allowance provided \$626,000 in benefits to eligible members, and the Physician's Legacy Foundation charity awarded \$31,000 to 23 student and resident members of the Association under seven different scholarships. In conclusion, Dr. MacDonald stated the 2023 budget could be found in the NLMA's Annual Report and was approved by the Board of Directors last fall, and offered to answer any specific questions from members.

09

## **Appointment of Auditors**

It was moved by Dr. Susan MacDonald and seconded by Dr. David Harvey that the auditing firm of Deloitte be appointed NLMA auditors for the fiscal year 2023.

**PASSED**

10

## **Introduction of New Board Members**

AGM Speaker and Board Chair Dr. Tracey Bridger introduced incoming President Dr. Gerard Farrell, and new President-Elect Dr. Steve Major. She stated the new Board Members will join current members Dr. David Flusk, Dr. David Harvey, Dr. David Metcalfe, Dr. Heather O'Dea, Dr. Bolu Ogunyemimi, and Dr. Desmond Whalen, as well as resident rep Dr. Lauren Winsor and student rep Alex Darmonkow.

## Resolutions

### Resolution #1

**Moved:** Dr. Stephen Major

**Seconded:** Dr. Colleen Kirby

“NLMA review its honoraria policy regarding eligibility and amount compensated to encourage more physician participation in the work of the Association and recognize more closely loss of income opportunity.”

**PASSED**

### Resolution #2

**Moved:** Dr. Jared Butler

**Seconded:** Dr. Shanda Slipp

“The Family Medicine Section and the Section of FFS Consultants be provided "Standing Item" status on the Board agenda such that 15 minutes is allotted to hear from each group at each regular Board meeting.”

**PASSED**

### Resolution #3

**Moved:** Dr. Paul Johnston

**Seconded:** Dr. Doug Angel

“NLMA increase transparency and lead time to all disciplines in the creation of compensation/parity goals for MOA negotiations.”

**PASSED**

### Resolution #4

**Moved:** Dr. Paul Johnston

**Seconded:** Dr. Krista Fudge

“NLMA advocate for maintenance of virtual care codes at equivalent compensation as in-person care codes.”

**PASSED**

# 11

## Resolutions

### Resolution #5

**Moved:** Dr. Paul Johnston

**Seconded:** Dr. David Harvey

“Be it resolved that the NLMA pursue compensation for fee-for service physicians in the event of cancellation of scheduled resources (clinics, OR, endoscopy, etc.) for reasons other than lack of physician availability.”

**PASSED**

### Resolution #6

Moved: Dr. Paul Johnston

Seconded: Dr. Amir Gammal

“NLMA advocate that government amend provincial pension legislation to accommodate the Medicus retirement plan being developed by MD Financial Management Inc. and Scotiabank.”

**PASSED**

### Resolution #7

**Moved:** Dr. Paul Johnston

**Seconded:** Dr. David Harvey

“NLMA advocate for a third-party review of MCP’s processes, outcomes and administrative efficiency.”

**PASSED**

# 12

## Adjournment

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

**PASSED**

# ACTIONS ARISING FROM THE 2023 ANNUAL GENERAL MEETING

---

## **Resolution #1**

Moved: Dr. Stephen Major

Seconded: Dr. Colleen Kirby

NLMA review its honoraria policy regarding eligibility and amount compensated to encourage more physician participation in the work of the Association and recognize more closely loss of income opportunity.”

**The NLMA reviews its honoraria policy regularly, including a national scan of other PTMAs. The last review was in 2020 and it resulted in an hourly rate increase from \$100 to \$125, and elimination of the eight-hours-per-day cap. It also saw replacement of an hourly rate for the president with an annual \$50,000 stipend. Honoraria, by definition, is payment given for professional services that are rendered nominally without charge. Equating an honoraria rate with lost income moves away from this definition by placing a truer value on time and towards a traditional service provider relationship. The next review is scheduled for this coming fall/winter.**

## **Resolution #2**

Moved: Dr. Jared Butler

Seconded: Dr. Shanda Slipp

The Family Medicine Section and the Section of FFS Consultants be provided "Standing Item" status on the Board agenda such that 15 minutes is allotted to hear from each group at each regular Board meeting.”

**This resolution was approved by the Board. Any member section can also submit a briefing to the NLMA Board for discussion or request to present to the Board on a particular issue.**

## **Resolution #3**

Moved: Dr. Paul Johnston

Seconded: Dr. Doug Angel

NLMA increase transparency and lead time to all disciplines in the creation of compensation/parity goals for MOA negotiations.”

**NLMA met on May 17, 2023, with the FFS Consultants Section and allocation representatives and provided a briefing on the NLMA’s engagement with Deloitte to look at national parity as we prepared for negotiations. A focus group comprised of representatives from surgery, medicine, Anesthesiology and Radiology was subsequently formed and engaged.**

#### **Resolution #4**

Moved: Dr. Paul Johnston

Seconded: Dr. Krista Fudge

NLMA advocate for maintenance of virtual care codes at equivalent compensation as in-person care codes.

**The NLMA has advanced a negotiations position to the provincial government that virtual care codes be permanent, and that care provided virtually be set at the same rates as care provided in-person. These discussions are ongoing.**

#### **Resolution #5**

Moved: Dr. Paul Johnston

Seconded: Dr. David Harvey

“Be it resolved that the NLMA pursue compensation for fee-for service physicians in the event of cancellation of scheduled resources (clinics, OR, endoscopy, etc.) for reasons other than lack of physician availability.”

**The NLMA began measuring OR Bumps among fee-for-service surgeons and anesthesiologists to help measure operating room list cancellations. NLMA met with government officials in May 2023 to present data on surgical cancellations collected from physicians and a proposal regarding an OR Bump Fee. This data was used to support the NLMA in negotiations for compensation for lost income that occurs on short notice and for reasons outside physicians’ control. This issue is now being actively pursued in the current round of negotiations.**

#### **Resolution #6**

Moved: Dr. Paul Johnston

Seconded: Dr. Amir Gammal

NLMA advocate that government amend provincial pension legislation to accommodate the Medicus retirement plan being developed by MD Financial Management Inc. and Scotiabank.

**The NLMA advocated for legislative changes to accommodate the Medicus retirement plan to fulfill this AGM resolution. The NLMA wrote to the Minister of Digital Government and Service NL to outline the regulatory barriers in this province preventing the Medicus Pension Plan from operating in NL and to request amendments to the Pension Benefits Act. NLMA officials and Scotia MD Financial officials met with the provincial government’s Director of Pensions to advance this advocacy and recommended changes that would be necessary to the Pension Benefits Act. The Pensions Benefits Act was subsequently amended to remove barriers to allow for MD/Scotiabank’s Medicus Pension Plan for incorporated members to participate in NL. The Amendments received royal assent in November 2023 and Medicus was launched in NL in February 2024.**

**Resolution #7**

Moved: Dr. Paul Johnston

Seconded: Dr. David Harvey

NLMA advocate for a third-party review of MCP's processes, outcomes and administrative efficiency.

**The Board agreed to adopt this resolution and NLMA developed a proposal, which includes a review by the parties, that was tabled as part of the ongoing MOA negotiations.**

# STEWARDSHIP REPORT

---

## Negotiations

The NLMA gave notice to trigger negotiations on June 1, 2023, prior to the expiry of the MOA on September 30, 2023. The NLMA had its initial meeting with the provincial government on June 23, 2023, to deal with procedural matters. The Board met over the summer and fall to prepare the negotiations mandate. Our goal is to get the MOA closer to a four-year cycle following years of delayed negotiations. It is important to get the MOA negotiations back on a predictable schedule so that financial and workplace issues can be addressed on a timely basis.

When the NLMA surveyed members in spring 2023, the two most frequently identified negotiation themes were incentivizing recruitment and retention, and competitiveness of compensation with other jurisdictions. Following the survey results, the NLMA Board began discussions on the themes and objectives identified by members and considered feedback from member consultations and issues from the previous round of negotiations. The NLMA began tabling issues in November 2023 as part of interest-based negotiations for the next MOA. As previously reported to members, this collaborative approach to bargaining was intended to address issues by working together on mutually agreed solutions. However, the NLMA later deemed the interest-based approach would not facilitate a timely negotiations process. Therefore, the NLMA pivoted in December and requested a return to traditional positional bargaining, which the government accepted. The NLMA began tabling its positional proposals in December 2023 and concluded tabling in the first week of February 2024. The provincial government agreed to table all its proposals by March 31, 2024.

This round of negotiations is the first time that the NLMA can use interest arbitration as a dispute settlement mechanism if the parties are not able to reach an agreement within 12 months of triggering negotiations. Physicians of the province forfeited the right to strike in exchange for the right to arbitration. The NLMA can invoke interest arbitration if the Board determines a deal cannot be reached at the negotiations table.

## Micro-allocations

The 2017-2023 NLMA/GNL MOA had \$22.6M of new FFS funding to be allocated across 12 FFS disciplines. To date, the NLMA and HCS has reached tentative agreement on allocating funds for 6 of these disciplines. The remaining 6 allocation proposals are with HCS for review; there are no outstanding items with the NLMA. Until the allocations process is finalized, these 12 specialties will continue to receive a biweekly specialty-specific percentage increase as a financial adjustment on all claims paid. Once the allocation process is complete, HCS will prepare and publish an updated MCP Payment Schedule, and the across-the-board percentage increases will be discontinued.



NLMA President Dr. Gerard Farrell speaking to media

### Family Care Teams

The NLMA has held several meetings with NLHS and the Department of Health and Community Services regarding the rollout of family care teams. We continue to meet jointly with the government, the health authority and the FPNs on the joint planning and rollout of the affiliation agreement, the latest meeting occurring on May 13, 2024. The NLMA has relayed concerns around the lack of involvement of physicians in the planning of their local teams with officials at NLHS. NLMA is developing a survey of all family physician members to gather intelligence on issues and discrepancies occurring across the province, particularly those experienced by physicians already working in FCTs.

### Blended Capitation

To date, more than 100 physicians are at some stage of enrollment in the Blended Capitation Model (BCM) representing about 23% of all FFS family physicians. We now have 11 blended capitation groups that have been officially accepted into the model comprised of over 40 physicians. Fifteen additional groups are in the process of being accepted. Six physicians who applied as a solo physician have been matched to join an existing blended capitation group (BCG) or have formed a new BCG.

The billing system went live on April 29, 2024. Four groups have been onboarded to the billing system with four additional groups scheduled for onboarding over the next several weeks. Ten blended capitation groups have had training on patient enrollment and have access to the form in the EMR. As of June 5, over 10, 500 patients have been rostered.

## Legal Updates

The NLMA filed an application with the Supreme Court of Newfoundland and Labrador in 2023 to address changes in connection with payment for Fee Code 127 to physicians, which the NLMA views as a breach of our MOA. A court date has been set for November 7, 2024. The NLMA also remains committed to seeing the case before the courts on behalf of “fixed fee” GFT physicians through. The litigation process will advance this summer with the beginning of examinations of discovery of key witnesses, with the first set to take place in June 2024. The Association is aggressively challenging both issues to protect member interests, as we would any time there is a violation of our agreement.



2023 Honorary Life Membership Award Recipients and Family Members: Drs. Thomas Young, NLMA President Dr. Gerard Farrell, Dr. Frank Duff’s daughter Stephanie Duff, Dr. Alan Kwan, Dr. JJ Conde (CMA), Dr. Paul Patey, Dr. Frank Duff’s wife Shannie Duff

## Medicus Pension Plan

The *Pensions Benefits Act* has been amended to remove barriers to allow for MD/Scotiabank's Medicus Pension Plan for incorporated members to participate in Newfoundland and Labrador. The NLMA advocated for these changes when we learned that regulatory barriers in this province prevented Medicus from operating here, which could have an impact on recruitment and retention. The Amendments received royal assent in November.



2023 MUN Resident Orientation

## Administrative Burden

The NLMA continues to work with health system partners including NLHS, DHCS, and the Family Practice Networks in an effort to identify and implement collaborative solutions to reduce unnecessary physician administrative burden. Our priority list includes, but is not limited to: sick notes, unnecessary paper copies, duplicate reports, medical forms and MCP issues. Of note, the NLMA and eDOCSNL are partnering on a joint project to integrate the NLPDP portal with the MedAccess EMR. The project has a two-year timeframe with technical development work scheduled for this fiscal year. The Department of Health and Community Services has also confirmed the MCP system is scheduled to be replaced as part of the OCIO's mainframe replacement project. The topic of administrative burden is highlighted in regular meetings with the Minister as a Shared Agenda item between the NLMA and DHCS.



2023 NLMA President's Dinner | Clockwise: Robert Thompson, Past-President Dr. Kris Luscombe, President Dr. Gerard Farrell | Dr. Tracey Bridger, NLMA Board Chair | Dr. Gerard Farrell and CMA Board Member Dr. Jean-Joseph Condé

## NLMA Strategic Planning

In March 2024, the Board of Directors embarked on its strategic planning process. The strategic plan will guide the work of the NLMA over the next three (3) years and provide us with greater clarity and focus.

As part of the planning process, several research and consultation activities have been undertaken and/or are underway including:

- A full day planning session with NLMA Board
- A full day planning session with NLMA staff
- Virtual interviews with NLMA partner organizations/stakeholders
- Key informant interviews and sessions with members
- An online, email member survey

The information obtained through these research methods will be used by the NLMA Board of Directors and staff at the upcoming strategic planning retreat on June 15, 2024, to ensure the resultant strategic plan reflects the priorities of the membership.

It is anticipated that the NLMA's strategic plan will be released fall 2024.

### Highlights from the NLMA 2024 Membership Survey:

- An independent firm, Narrative Research, was commissioned to administer the online membership survey and provide a summary report of the findings.
- The survey was administered in the spring (March-April).
- Of the 2,004 email invitations distributed, a total of 533 responses were received, representing a response rate of 28 percent.
- Members identified advocating for physicians' interests with government as a priority area for the NLMA along with advocating for more effective involvement in health policy, health system design and innovation, and promoting physician health, wellness, and safety.
- Survey findings also reflect a need to foster a greater sense of unity amongst the membership and increase awareness of the specific supports and services offered by the NLMA.



NLMA President Dr. Gerard Farrell speaking to media



Top: NLMA President Dr. Gerard Farrell addressing medical students during Orientation Week 2023 | NLMA President Dr. Gerard Farrell speaking to media | Bottom: Dr. Farrell speaking at the opening of the Arts and Letters Awards Program Exhibit at The Rooms

## Physician Health

### Physician & Family Assistance Program

The NLMA's Physician & Family Assistance Program is being provided in partnership with Doctors of BC. The program is delivered by a dedicated team of physicians and clinicians specialized in supporting physicians in their health and includes a 24/7, confidential helpline, short-term counselling, and referrals to specialized coaches and therapists. As well, NLMA members can avail of one-to-one peer support and peer support groups through this offering.

### NLMA Physician Care Network (PCN)

A formal agreement is in place between the NLMA and the College of Physicians and Surgeons NL to support physicians and learners who are experiencing health issues which may reasonably affect their ability to safely practice medicine. Up until recently, the Physician Care Network focused exclusively on providing advice, intervention, assessment, referral to treatment, monitoring and advocacy pertaining to substance use disorders. This mandate has been reviewed and broadened to also include physical, cognitive, mental health conditions as well as professionalism and/or behavioral issues. A joint NLMA-CPSNL Governance Committee has been established to provide oversight of Physician Care Network governance practices. A Clinical Advisory Panel has been established to provide direction and support to the Physician Care Network's Medical Director. Similarly, an Assistant Director of Addictions and a Case Manager have been hired. Future priorities include acquiring additional resources and staff to fulfill the terms of this agreement.

### Physician Health Collaborative

The NLMA is the lead partner of the newly established Physician Health Collaborative, a partnership of key health system stakeholders, including the Department of Health and Community Services, NLHS, Family Practice Networks, and the Faculty of Medicine. Planning work is underway.

### MDLink Program

The [MDLink Program](#) helps NLMA members gain access to primary care providers by connecting physician-patients with physician-providers in their own community or a neighboring community. Thanks to the many family doctors who participate in the Program, we have been able to fulfill all requests received this past year.

### Physician to Physician Peer Support

The NLMA has also been instrumental in the establishment of a Physician-to-Physician Peer Support Program in partnership with NLHS and Well Doc Canada. Emergency Medicine and Pediatrics were the first groups to receive peer support training. It is anticipated that this support program will be initiated fall 2024.

For more information on how to access the NLMA's various physician health initiatives, please visit [nlma.nl.ca/physician-wellness](https://nlma.nl.ca/physician-wellness).

## Parental Leave Allowance Program

Launched in 2015, the NLMA Parental Leave Allowance program provides partial income replacement for a physician parent who takes a temporary leave from practice for the birth or adoption of a child. The allowance covers Newfoundland and Labrador physicians regardless of their payment modality and provides up to \$1,500 per week for up to 17 weeks. Since the last Annual Report, \$731,720 in benefits have been paid to recipients (\$4,289,829 since the program's inception).

## NLMA Car Seat Program

After almost 40 years of presenting closing to 400 car seats to families across Newfoundland and Labrador, the NLMA has pivoted and is in the process of revamping its Car Seat Program. The intent of the NLMA's car seat program is to encourage the use of approved car seats from the moment parents leave the hospital with their newborns. While the Association will still donate car seats and promote car seat safety, the donations will now be focused on need, rather than on New Year's babies.

The NLMA is in discussions with the Single Parents Association of Newfoundland and Labrador to work out a joint partnership program which will help families in need gain access to car seats. When details of the updated program are finalized, the NLMA will share the information with members.

## NLMA Board of Directors



Front Row (L-R): Dr. Lauren Winsor (Former Resident Rep, replaced by Dr. Ali Beydoun September 2023), Board Chair Dr. Tracey Bridger, Past-President Dr. Kris Luscombe, Dr. Heather O'Dea. Back Row (L-R): Dr. David Harvey, Dr. David Metcalfe, President Dr. Gerard Farrell, Dr. Bolu Ogunyemi, Medical Student Rep Alexander Darmonkow (Former Medical Student Rep, replaced by Tiffany Furneaux November 2023), Dr. Desmond Whalen. Missing from Photo: President-Elect Dr. Steve Major, Dr. David Flusk.

## NLMA Staff Retirements

The NLMA saw a change in leadership this past year as both Executive Director Robert Thompson and Associate Executive Director Lynn Barter announced their retirements. Before joining the Medical Association in September 2013, Robert completed a 31-year career with the Government of Newfoundland and Labrador, including seven years as Clerk of the Executive Council and Secretary to Cabinet. He also served as Deputy Minister of three Departments: Natural Resources; Health and Community Services; and Tourism, Culture and Recreation. He is a graduate of Memorial University (political science), with graduate studies in public administration at York University, and in business administration at Memorial University. For 10 years, Robert led the NLMA with his unfailing commitment and dedication to the Association. He demonstrated great competency for the position of Executive Director and always served with the utmost integrity and diplomacy. During his tenure, he greatly advanced the agenda of the NLMA and was a true friend of the medical profession and the patients it serves.

At the end of 2023, after more than 20 years of dedicated service to the Association, Associate Executive Director Lynn Barter retired. Lynn came to work for the NLMA in 2002 as the Director of Communications and Public Affairs. She brought her extensive experience in communications, strategic planning, policy and program analysis to the Association. She has been a tremendous asset to the NLMA and helped guide the Association through some difficult times, including the province's first physician job action. Those who worked with Lynn benefited from her leadership, experience, and sound advice. In 2013, she became the Associate Executive Director, overseeing strategic, operational and communications functions. She was also heavily involved in contract negotiations and was instrumental in establishing the NLMA's Physician Health Program, leading the effort that identified the needs within the membership and then helping to create a program to provide targeted services to physicians.

After giving so much to the Association for such a long period of time, we want to thank Robert and Lynn and wish them both many happy and healthy years of retirement.



2023 NLMA President's Dinner

## New Executive Director

After an exhaustive search, Gertie Mai Muise became the new Executive Director of the NLMA, on September 18, 2023, following Robert Thompson's retirement. Prior to her appointment as NLMA Executive Director, Gertie Mai served as the CEO of the Ontario Federation of Indigenous Friendship Centres, the largest urban Indigenous multi-services network in Canada, as well as Vice Chair for Ontario Aboriginal Housing Services which is the largest Indigenous owned housing organization in the world. Her unique combination of skills and experience, collaborating with provincial and federal governments, Local Health Integration Networks (LHINs) and First Nation and Indigenous governed health service providers, is an asset to the Association.

Gertie Mai Muise is originally from Bay St. George, Western Newfoundland and Labrador and is a member of Qalipu Mi'kmaq First Nation of Newfoundland. She spent the past 25 years developing Indigenous community health care capacity and systems change management in senior leadership roles at Indigenous governed regional health care organizations in Ontario. During the pandemic, Gertie Mai returned home and served as the Regional Medical Services Director at Western Health Authority. She is also a former CEO of the Indigenous Primary Health Care Council in Ontario; former Executive Director of the Nova Scotia Mi'kmaq First Nation Health Authority; Director of Aboriginal Health Access Centres Strategy and Relations at the Association of Ontario Health Centres; Associate Director at the Southwest Ontario Aboriginal Health Access Centre; Senior Health System Planner with the Weeneebayko Area Health Authority; and, Senior Aboriginal Planning, Integration & Community Engagement Consultant with the North East Local Health Integration Network.



Gertie Mai Muise, NLMA Executive Director

## New Executive Director (continued)

Concerned about removing system and structural barriers, Gertie Mai has spearheaded a cross provincial Indigenous cultural safety program that began in 2014, which has trained more than 50,000 health professionals about Indigenous specific racism in health care. Gertie Mai is also a former Community Lead of the Our Health Counts Ontario Governance Committee and Knowledge Exchange, which aims to correct gaps in Indigenous population-based health and wellness data for improved health planning and outcome mapping. She advocated for and Co-Chaired the first nonpolitical, Indigenous Primary Health Care-MOHLTC Engagement Table with the Ontario Ministry of Health, Chaired the Provincial Local Health Integration Network (LHIN) Aboriginal Leads Network in Ontario and the National Committee for Aboriginal Health Service Standards development with the Canadian Centre of Accreditation (CCA). She is also a former Board Director with Canadian Blood Services.

Gertie Mai holds a Master of Arts in Leadership from Royal Roads University and is a graduate of Memorial University (English and Business Administration). She is the recipient of the National Healthcare Management Forum Article of the Year Award from the Canadian College of Health Leaders as well as the Community Health Champion Award from the Alliance for Healthier Communities in Ontario.



L-R: NLMA Past-President Dr. Kris Luscombe, NLMA President Dr. Gerard Farrell, Dr. Jean-Joseph Condé, CMA Board of Directors

## NLMA 100th Anniversary

The NLMA was founded in 1924 and is the voice of organized medicine in the province. A non-profit, professional organization, the NLMA represents the political, clinical, and economic interests of the physicians of Newfoundland and Labrador. From cottage hospitals to the establishment of a medical school, physicians have been instrumental in advancing the ever-evolving field of medicine for the people of the province. In recognition of what has been achieved and what lies ahead, the NLMA is proud to celebrate its centennial.

### Arts and Letters Award Partnership

In partnership with the Government of Newfoundland and Labrador, under the Department of Tourism, Culture, Arts and Recreation (TCAR), the Newfoundland and Labrador Medical Association (NLMA) offered a one-time artistic award to celebrate its centennial.

The goal of the *Art of Medicine: Celebrating 100 Years of the NLMA* award is to recognize the role and value of medicine and health care in the lives of patients in Newfoundland and Labrador, while honouring and celebrating the work of physicians today and over the last 100 years. Two winners were chosen to receive a cash prize of \$2,000 each, along with the opportunity for their winning work to be included in the 2024 Arts and Letters Awards Exhibition at The Rooms. The winners - Miranda Roxon for her piece *Bones of Chlorophyll* and Andrea Butler for her sculpture *The People of Newfoundland and Labrador say "Thank you, Doctor"* - were announced on April 19, 2024, at the Arts and Letters Awards public opening and reception at The Rooms. Roxon's *Bones of Chlorophyll* is a water colour, gouache, and ink with names of various places and health clinics of the province written out beneath the picture. Butler's *The People of Newfoundland and Labrador say "Thank you, Doctor"* is a white lab coat deconstructed with paper (Momigami technique) used to make it look and feel like fabric) with words of gratitude written in several different languages, including "Thank you doctor" written in English.

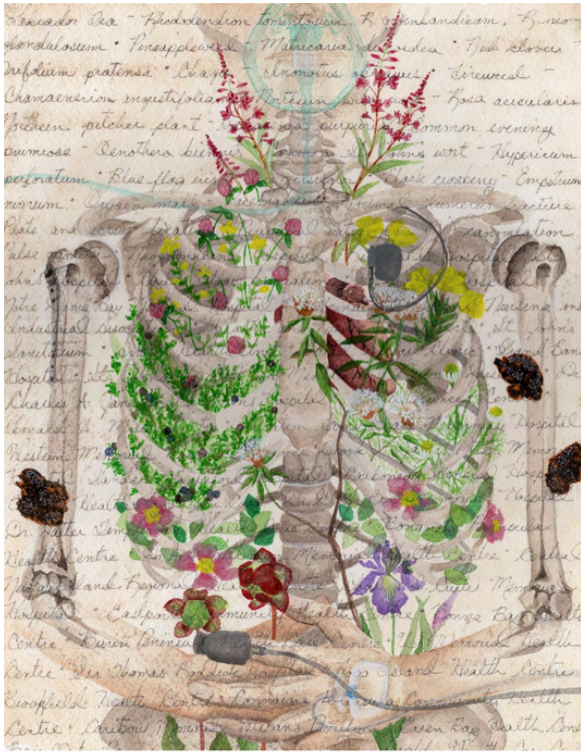
In addition to the two winners chosen by third-party adjudicators, as per the provincial Arts and Letters Awards Program guidelines, the staff of the NLMA chose to purchase a piece of artwork from the submissions that exemplified the theme of the award - recognizing the role and value of medicine in the lives of patients in Newfoundland and Labrador. The piece is titled *Where Once They Stood* and is acrylic, graphite, oil pastel on paper created by artist Jennah Turpin.



*Where Once They Stood* - Jennah Turpin

## NLMA 100th Anniversary (continued)

*Bones of Chlorophyll* - Miranda Roxon

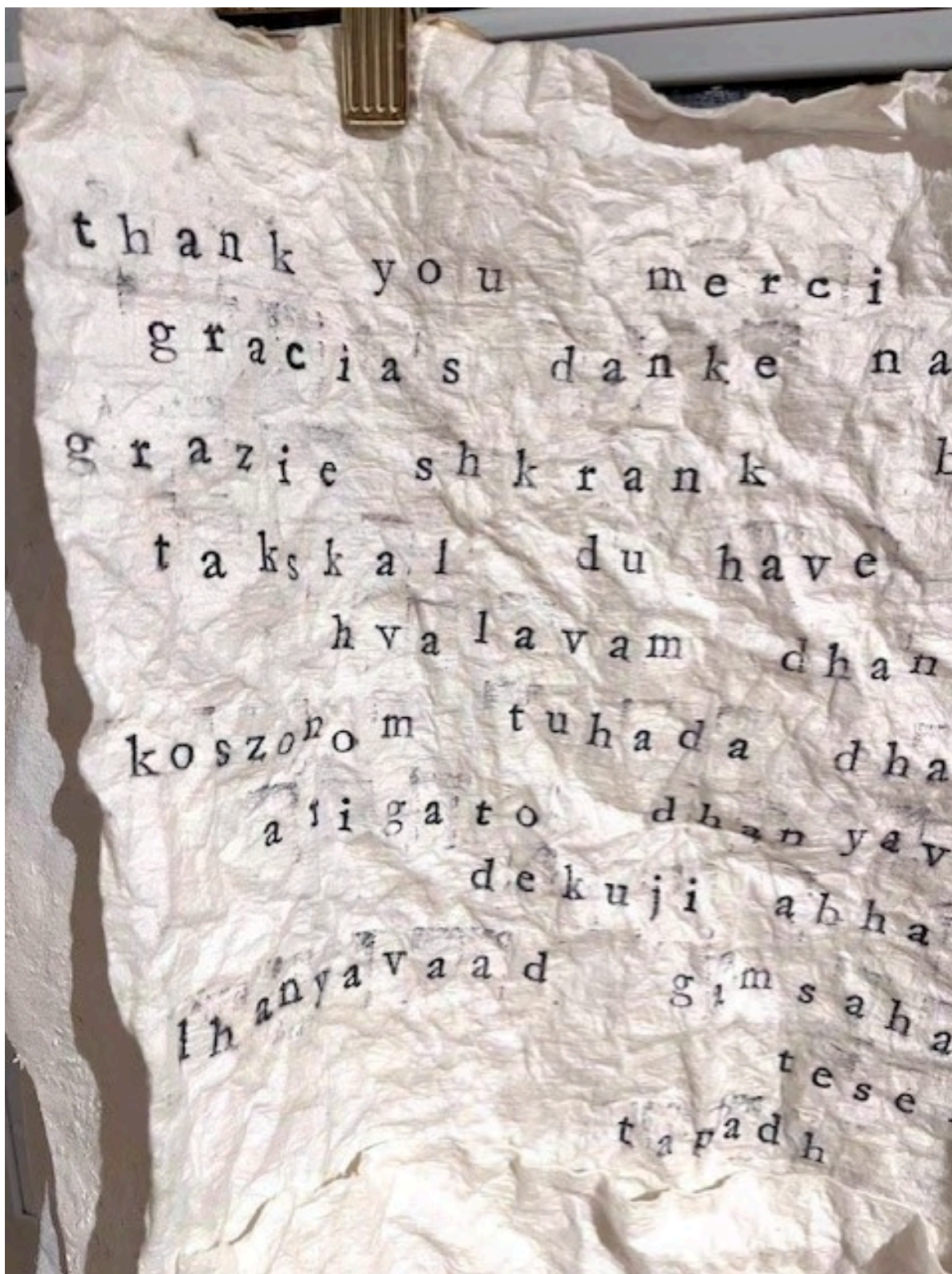


*The People of Newfoundland and Labrador say "Thank you, Doctor"* - Andrea Butler



## NLMA 100th Anniversary (continued)

*The People of Newfoundland and Labrador say "Thank you, Doctor" - Andrea Butler*



## NLMA 100th Anniversary (continued)

### Medical History Exhibit at The Rooms

Supporting Doctors: Celebrating 100 Years of the Newfoundland and Labrador Medical Association is an exhibit at The Rooms which opened in April 2024. Featuring photos, artifacts, including the NMA's first President's Ceremonial Collar worn by the President of the Newfoundland Medical Association, and pieces of medical history, the exhibit recognizes the early beginnings and storied growth of the province's physician and Medical Association.



# Supporting Doctors

Celebrating 100 Years of the  
Newfoundland and Labrador Medical Association

In the 1800s and early 1900s, Newfoundland and Labrador faced healthcare challenges including high infant mortality rates and infectious diseases like cholera, tuberculosis, and smallpox. A small medical community and long travel distances reduced access to widespread healthcare delivery.

In 1924, with only about 80 practicing doctors for a population of approximately 265,000, the Newfoundland Medical Association (NMA) formed. The organization's goals were to combat professional isolation among doctors and establish conduct standards for medical professionals. In 1993, the NMA became the Newfoundland and Labrador Medical Association (NLMA).

Today, the province's Medical Act requires that all practicing physicians hold membership in the Association. It represents some 1,400 practicing physicians in our province.



## NLMA 100th Anniversary (continued)

### 100 Years of NLMA Webpage

The Newfoundland and Labrador Medical Association (NLMA) has played a pivotal role in shaping the health care landscape of the province since its inception in 1924. From its earliest days, the NLMA has been at the forefront of advocating for the interests of both medical professionals and patients, contributing significantly to the improvement of health care delivery, medical education, and public health initiatives throughout Newfoundland and Labrador (NL).

Through effective lobbying, strategic partnerships, and grassroots activism, the Association has influenced government policies, legislation, and funding priorities, shaping the direction of health care reform and innovation in the province. This review delves into the history, achievements, and ongoing contributions of the NLMA to health care in the province.

In the 100 years since the NLMA was founded, medical practice and health care generally have evolved significantly. While some issues remain constant – how to serve populations living in rural and remote areas effectively – others have emerged or changed, including disease management, technology and practice delivery options. When we consider these changes, we can see how a small group of physicians committed to a vision of health care changed the face of organized medicine and medical practice in Newfoundland and Labrador and laid the foundation for the active, thriving association it is today.

Looking ahead, the NLMA remains committed to its core principles of professionalism, advocacy, and service excellence, striving to build a healthcare system that is responsive, sustainable, and equitable for all residents of Newfoundland and Labrador. By harnessing the collective expertise, passion, and dedication of its members, the Association will continue to play a vital role in shaping the future of health care in the province and ensuring that the needs of patients and physicians are met with compassion, integrity, and excellence.

To read more of the history of the NLMA, please visit our [webpage celebrating our centennial](#).



# REPORT OF THE NOMINATING COMMITTEE

## Dr. Susan MacDonald, 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 2023-2024:

### Officers

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

### Board Members

Dr. David Flusk (APP Spec)	Rural
Dr. David Harvey (FFS Spec)	Urban
Dr. David Metcalfe (FFS FM)	Urban
Dr. Heather O'Dea (Sal FM)	Rural
Dr. Bolu Ogunyemi (FFS Spec)	Urban
Dr. Desmond Whalen (FFS EM)	Rural
Dr. Lauren Winsor/Dr. Ali Beydoun (PARNL)	
Mr. Alexander Darmonkow/Tiffany Furneaux (MSS)	

---

Sal: Salaried  
FFS: Fee-For-Service  
APP: Alternative Payment Plan  
FM: Family Medicine  
Spec: Specialist  
PARNL: Professional Association of Residents of Newfoundland and Labrador  
MSS: Medical Students' Society  
EM: Emergency Medicine

# APPENDICES TO THE NLMA ANNUAL REPORT

---

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

# APPENDICES TO THE NLMA ANNUAL REPORT

---

Appendix 2 — 2024 Budget

*Available to members upon request*

# 2023-2024 BOARD OF DIRECTORS, STAFF, CMA REPRESENTATIVES

---

## Officers

President - Dr. Gerard Farrell  
Past President - Dr. Kris Luscombe  
President-Elect - Dr. Steve Major

## Non-Voting

**Board Chair** - Dr. Tracey Bridger  
**Resident Rep** - Dr. Ali Beydoun  
**Medical Student Rep** - Tiffany Furneaux

## Directors At-Large

Dr. David Flusk  
Dr. David Harvey  
Dr. David Metcalfe  
Dr. Heather O'Dea  
Dr. Bolu Ogunyemi  
Dr. Desmond Whalen

## NLMA Staff

Gertie Mai Musie	Executive Director (Hired September 2023)
Robert Thompson	Executive Director (Retired September 2023)
Lynn Barter	Associate Executive Director (Retired December 31, 2023)
Glenda Nash	Associate Executive Director (Hired January 2024)
J. David Mitchell	Director, Administration & Membership
Suzan Izquierdo	Membership Administrator
Donna Osmond	Executive Assistant
Jonathan Carpenter	Director, Strategic Communications & Government Relations
Anna Delaney	Communications Specialist
Scott Brown	Director, Health Policy & Economics
Tamie L. White	Senior Compensation & Benefits Analyst
Noah Donovan	Compensation & Benefits Analyst
Aimee Letto	Legal Counsel

## Contract Advisors

Dr. Kris Luscombe	Medical Director, NLMA Physician Care Network
Jean Cook	Program Consultant
Lucy McDonald	Senior Advisor, Digital Health

## NLMA Representatives on CMA Committees/Forums

Dr. Paula Cashin – Board of Directors, Appointments Committee, Nominations Committee  
Dr. Lynn Dwyer – Nominations Committee  
Dr. Bolu Ogunyemi – Governance Committee

# NLMA COMMITTEES

---

*Note: This list of standing committees reflects the current state. Pending the outcome of this year's governance review, some committees may be dissolved, and others may be established.*

## **2023-2024 Standing Committees**

### **Governance Committee**

Dr. Gerard Farrell (Chair)

Dr. Steve Major

Dr. Kris Luscombe

Dr. Tracey Bridger

**Secretariat:** Robert Thompson (until September 2023), Gertie Mai Muisse, Glenda Nash

### **Finance & Administration Committee**

Dr. David Harvey (Chair)

Dr. Steve Major

Dr. Des Whalen

Dr. Bolu Ogunyemi

Dr. Susan MacDonald

**Secretariat:** Robert Thompson (until September 2023), Gertie Mai Muisse, David Mitchell

### **Negotiations Committee**

Dr. Gerard Farrell (Chair)

Dr. Steve Major

Dr. Kris Luscombe

Subject experts as required

**Secretariat:** Robert Thompson (until September 2023) Gertie Mai Muisse, Scott Brown

### **External Relations Committee**

Dr. Lynette Powell (Chair)

Dr. Gerard Farrell

Dr. Heather O'Dea

Dr. Bolu Ogunyemi (Board Liaison)

Dr. David Flusk

*Subject experts as required*

**Secretariat:** Jonathan Carpenter

# 2023-2024 NLMA SUB-COMMITTEES, AD HOC COMMITTEES & ADVISORY COUNCILS BOARD & GENERAL MEMBERSHIP

---

## **Physician Wellness Advisory Council**

Dr. Tracey Bridger (Chair)  
Dr. Kris Luscombe (Medical Director)  
Dr. Rebecca King  
Dr. Susan King  
Dr. Susan MacDonald  
Dr. Josh Mercer  
Dr. Tara Rector

**Secretariat:** Glenda Nash, Jean Cook

## **Family Practice Renewal Committee**

Dr. Lynette Powell (Co-Chair)  
Dr. Nicola Penney  
Dr. Francisco Acevedo

**Secretariat:** Gertie Mai Muise, Glenda Nash

## **Health Information Committee**

Dr. Tracey Bridger (Chair)  
Dr. Jonathan Greenland  
Dr. David Metcalfe (Board liaison)  
Dr. Aaron McKim (Chair, Data Governance Committee)  
Dr. Diane Keating-Power (Chair, EMR Clinical Advisory Committee)

**Secretariat:** Lucy McDonald

## **Physician Services Liaison Committee**

Dr. Gerard Farrell  
Dr. Steve Major  
Dr. Kris Luscombe

**Secretariat:** Gertie Mai Muise, Scott Brown,  
Tamie White, Noah Donovan

## **2023 Nominating Committee**

Dr. Susan MacDonald (Chair)  
Dr. Lynette Powell  
Dr. Will Moores

*Regional representatives to be determined*

**Secretariat:** Jonathan Carpenter

# 2023-2024 NLMA SUB-COMMITTEES, AD HOC COMMITTEES & ADVISORY COUNCILS BOARD & GENERAL MEMBERSHIP

---

## **WorkplaceNL Committee**

Dr. David Flusk

Dr. Stephen Lee

Dr. Marie O'Dea

**Secretariat:** Scott Brown, Tamie White

## **EMR Management Committee**

Dr. Tony Gabriel (Co-Chair)

Dr. Dawn Turner

Dr. Gavin Duffy

**Secretariat:** Lucy MacDonald

## **EMR Data Governance Advisory Committee**

Dr. Aaron McKim (Chair)

Dr. Laura Jewell

Dr. Gerard Farrell

Dr. Marie O'Dea

**Secretariat:** Lucy MacDonald

## **EMR Clinical Advisory Committee**

Dr. Omeshini Morkar

Dr. Lynn Dwyer

Dr. Melissa Angel

Dr. Renelle Butt

Dr. Josh Mercer

Dr. Mike Gora

*RHA physician members appointed by the RHA*

Dr. Dianne Power – Co-Chair, EH

Dr. Mike Curran, LGH

Dr. Amy Pieroway, WH

**Secretariat:** Lucy MacDonald

# PHYSICIANS' LEGACY FOUNDATION OF NEWFOUNDLAND AND LABRADOR

---

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



Supporting the doctors of tomorrow.

# ACKNOWLEDGEMENTS

Produced by the NLMA.  
Portions of this book may be  
reprinted with written permission

---

## CONTACT

**Newfoundland &  
Labrador Medical  
Association**

**164 MacDonald Dr.**  
St. John's, NL A1A 4B3

(709) 726-7424

[www.nlma.nl.ca](http://www.nlma.nl.ca)  
[nlma@nlma.nl.ca](mailto:nlma@nlma.nl.ca)