

Board of Directors – Annual Reports

2017-2018

Governance and Nominating Committee Report

The purpose of the Governance and Nominating Committee is to provide a focus on board governance that will enhance Doctors Manitoba's performance by assessing and making recommendations regarding board effectiveness, the recruitment of board members, and the selection of the President of the Board of Directors, Board Officers and the Board Chair.

Board Executive 2018-19

The committee provided recommendations to the Board of Directors for the Board Executive (2018-19). The recommendations were endorsed by the Board of Directors at their March 14, 2018 meeting.

- Dr. L. Fourie Smith be President-Elect for 2018-19
- Dr. Cory Baillie be appointed Honourary Treasurer for 2018-19
- Dr. Kristjan Thompson be appointed Honourary Secretary for 2018-19

Constitution & By-laws

Proposed changes were endorsed and recommended by the Governance & Nominating Committee to the Board of Directors and considered by the Board in January and March 2018. They were debated and endorsed by the Board and sent to the membership on April 4, 2018.

In summary, the changes:

- Revise the composition of the Physician Health & Wellness Committee to add one Retired Member;
- Change the name of the Governance & Nominating Committee to the Governance & Human Resources Committee and modernize the Terms of Reference.



The changes require a two-thirds majority vote of those in attendance at the Annual General Business Meeting, assuming a quorum is achieved.

Members of the Governance and Nominating Committee:

- Dr. Aaron Chiu (Chair)
- Dr. Barbara Kelleher
- Dr. Cory Baillie
- Dr. Brian Rumbolt
- Dr. Shannon Prud'homme
- Dr. Kristjan Thompson
- Mr. Scott Baldwin (QSM Consulting)
- Ms Theresa Oswald (ex-officio)



Finance and Audit Committee Report

The purpose of the Finance and Audit Committee is to coordinate the Board of Directors financial oversight responsibilities by recommending policy to the Board and monitoring its implementation. The Committee also provides board oversight of Doctors Manitoba’s annual financial audit.

Audited Financial Statements

Doctors Manitoba maintained its functional financial position in 2017, with net assets of \$6,973,116 (2016 - \$7,512,883). At August 31, 2017, Doctors Manitoba net assets consisted of **\$3,373,188** in Capital Assets, **\$3,599,928** in Unrestricted Net Assets (in the form of cash and investments).

While, membership dues revenue increased by 1.8% (2015 - \$3,169,493 vs. 2016 - \$3,111,083), the overall revenue to decreased by 2.1% (2017 - \$3,959,314 vs. 2016 - \$4,045,027), mainly due to a reduction in investment income in fiscal 2017.

The trend of increased membership in Doctors Manitoba continued last year. At December 31, 2017 there were 4,394 physicians registered in Manitoba, which is a net gain of 1% over the previous year (2016 – 4,348).

	DEC31-2017		DEC31-2016	
	Member	Affiliate	Member	Affiliate
Full-Time	2,355	153	2,258	181
Resident	597	-	575	-
Retired	201	8	222	8
Part-Time	86	17	84	15
Non-Resident	-	242	-	262
Student	434	-	433	-
Honourary	48	-	47	-
Salaried	199	36	196	36
Other	10	8	10	21
TOTAL	3,930	464	3,825	523



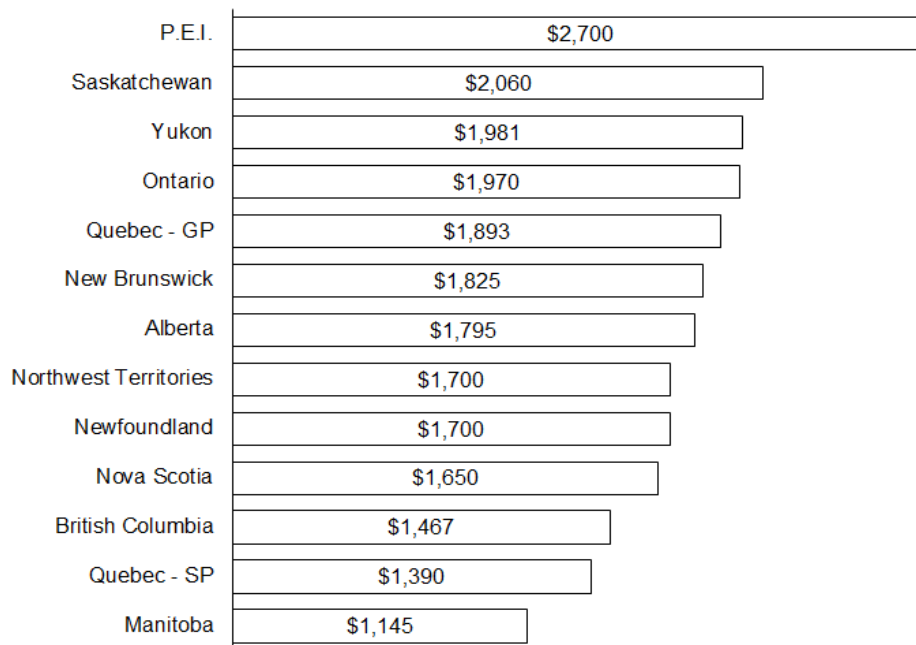
Note that approximately 80% of the Association's revenue is derived from membership dues, with another 10% is derived from Benefit Program Administration Fees (2017 - \$333,333). These steady and predictable revenue sources provide the Association with a consistent cash flow year to year.

Overall expenses in 2016-17 increased by 9.5% (2017 - \$4,499,081 vs. 2016 - \$4,107,964). The increase reflects additional support of physician health & wellness initiatives, legal fees, the sponsorship of the Canada Summer Games and the development of a new membership management system.

After much consideration, the Board has decided to increase annual dues this fall. Doctors Manitoba last increased membership dues **a decade ago**, using the funds to build a new headquarters and to modernize our operations. We have had budgetary deficits for the past two years, just to maintain our current organizational activity. To prepare for difficult upcoming negotiations, to maintain the current services, and to prepare for the future we must invest once again in our organization. The increased fees will mean more resources for our organization to serve you.

Dues for most members will increase by \$200 (subject to your specific membership category). Even with the increase, Doctors Manitoba's annual dues **will remain the lowest** in all of Canada, by a significant margin. We would be happy to discuss this change with you and answer any questions you may have.

**Provincial/Territorial Medical Association Membership Dues
as of January 2018**



Note: Effective September 1, 2018 Doctors Manitoba membership dues will be increased to \$1,345, maintaining Manitoba's position of the lowest dues in Canada.

Members of the Finance and Audit Committee:

- Dr. Fourie Smith (Chair)
- Dr. Shannon Prud'homme
- Dr. Cory Baillie
- Dr. Barbara Kelleher
- Ms. Alice Sayant (external)
- Dr. Aaron Chiu (ex-officio)
- Ms. Theresa Oswald (ex-officio)

Physician Health and Wellness Committee Report

Doctors Manitoba established a Physician Health and Wellness Committee in December 2012. The Committee's main goal is to provide assistance and guidance to all Manitoba physicians for wellness activities.

Physician health has traditionally centered on stress and burnout, but the emphasis is now shifting towards wellness promotion, encouraging doctors to look after their long-term health, and the shared responsibility between physicians and the organizations/systems in which they work. As such, the Committee has been working on developing a master plan that provides a broad range of assistance and training to its members for health promotion and wellness activities.

Below is a list of some of the issues and topics that Health and Wellness Committee members work on through the year:

- Overseeing the Doctors Manitoba Physician Health Program for medical students, residents, and physicians
- Overseeing the Doctors Manitoba Physician Health and Wellness website www.docsmbwellness.org
- Providing and evaluating the Physician and Family Support Program, a comprehensive resource and assistance program for Doctors Manitoba's 2300 members and their families
- Presenting an annual leadership workshop through the Canadian Medical Association's Physician Leadership Institute (PLI) for Manitoba doctors at a significant cost-savings to members
- Creating and implementing an annual Physician Wellness Day to promote wellness and healthy strategies for members

During 2017 (and early 2018), the Health and Wellness Committee completed the planning and implementation of a number of initiatives including:

1. a Dollars and Sense PLI workshop
2. the second annual Physician Wellness Day held in May 2017 at the Qualico Family Centre in Assiniboine Park. The Physician Wellness Day focused on strategies for

dealing with stress at home and at work, on self-management to enhance wellbeing, and strategies for retirement planning .

3. delivery and promotion of the Physician and Family Support Program. The program provides 24/7 confidential counseling and support to physicians, residents, students and their families. Included in the services provided to Doctors Manitoba were two webinars offered to the membership to improve family communication.

Members of the Health & Wellness Committee:

- Dr. Flordeliz Osler (Chair)
- Dr. Alewyn Vorster
- Ms Leanne Thompson
- Dr. Annie Finlayson
- Dr. Philippe Erhard
- Dr. Michael Loudon
- Dr. Rizwan Manji
- Dr. Candace Bradshaw
- Dr. James Skinner
- Dr. Michael Boroditsky
- Dr. Ann Loewen
- Dr. David Cram
- Dr. Mark Prober
- Dr. Michael West
- Dr. Aaron Chiu (ex-officio)



Negotiated Benefits Program Report

Continuing Medical Education Program (CME)

Paid CME claims for year ended December 31, 2017 were 1,643, totaling \$4,167,996. Total claims for the year increased by 3.7% over the previous year (1,643 vs. 1,584 in 2016). The maximum benefit of \$3,500 was claimed by 43% of physicians. The year-end cash position of the fund at December 31, 2017 was \$4,081,521.

Professional Liability Insurance Fund (PLIF)

PLIF Program rebates for year ended December 31, 2017 totaled \$5,447,433. The 2017 year-end fund balance is \$5,732,325.

Maternity/Parental Benefit Program

Paid maternity/paternity claims for the year ended December 31, 2017 totaled \$1,562,339. Claims included 100 new claims plus 17 claims that began in 2016 and carried over into 2017. The year-end cash position of the fund is \$141,831.

Physician Retention Program

Physician Retention payments for the year ended December 31, 2017 totaled \$2,793,180. The audit shows an expense of \$34,392,300 in retention benefits which represents the milestone ending March 31, 2017. There were also \$188,760 death and disability payments made during 2017. The trust had \$12,169,261 in net assets at the end of the fiscal period.



Insurance Services Report

The insurance services administered by Doctors Manitoba continue to provide members with well-priced coverage while providing continued financial stability. All plans are currently operating with fully funded reserves.

Doctors Manitoba will begin offering Critical Illness Insurance, effective January 2019. Details on this program will be distributed to members this summer.

Disability Income Plan

For the year ended May 31, 2017 the Disability Income Plan had a surplus of \$1,637,456. A portion (\$42,652) was directed to the Claims Fluctuation Reserve (CFR) account with the remainder directed to the Disability Trust Account. A 10% refund of the 2016/17 experience rated premiums was approved by the Insurance Committee for 2018/19 participants. The balance in the Disability Trust Account at May 31, 2018 will be approximately \$2,324,726. This reserve will be used to ensure stable rates in future plan years with a negative experience.

Office Overhead Expense Plan

For the year ended May 31, 2017 the Office Overhead Expense Insurance Plan generated a surplus of \$100,482 allowing for a 75% refund of the 2016/17 experience-rated premium (\$64,153) to members participating in the plan for 2018/19. The balance in the Office Overhead Expense Account at May 31, 2018 will be approximately \$199,974. This reserve will be used to provide future rebates and to ensure stable rates in future plan years with a negative experience.

Term Life Plan

For the year ending December 31, 2016 the Term Life Insurance Plan generated a surplus of \$29,393. A portion of this amount was used to top up the Claims Fluctuation Reserve (CFR) account. A 50% refund of the 2016 experience rated premium (\$777,989) was approved by the Insurance Committee for 2018 participants.

Extended Health Care Plan

For the year ending June 30, 2017 the Extended Health Care Plan generated a modest surplus of \$4,300 which was directed to the surplus account. The Surplus Account was \$415,480 at June 30, 2017. Blue Cross requested an increase to premiums of 8% (due to rising drug and travel costs). Mercer negotiated a 5% increase. The Insurance Committee accepted the 5% increase, and agreed to split the cost of the increase with the Surplus Accounts. The net result is a 2.5% increase to premiums for member participants in 2018.

Members of the Insurance Committee:

- Dr. Al Schroeder
- Dr. Steve Grass
- Dr. Maralyn MacKay
- Dr. L. Fourie Smith
- Dr. Helmut Unruh
- Dr. Richard Rusk
- Dr. Fred Ball
- Dr. Tyler Oswald
- Dr. Bruce Boyd
- Dr. Jordyn Lerner (PARIM)

Negotiations and Advocacy Report

This year has been notable for the many changes in our health care system and challenges that these changes have generated.

Throughout this year, Doctors Manitoba and its members have been faced with the uncertainty surrounding implementation of the Winnipeg Regional Health Authority's announced system restructuring. This restructuring had an impact on many of our members, the services they provide, and the agreements under which they worked. In the process, Doctors Manitoba represented these members with the WRHA, Manitoba Health and the Manitoba Government. These discussions and the effect on physicians were often difficult and challenging, but Doctors Manitoba has worked hard to represent the profession and the interests of our members at every turn.

This process continues today as the effects of Phase I of WRHA restructuring are still being felt. Doctors Manitoba has been preparing for the anticipated Phase II of WRHA restructuring and for potential changes in our rural and northern regions. To date, no further announcements or timelines have been made public, but we continue to prepare to address whatever changes may come.

Doctors Manitoba also continues to monitor and discuss with our members and senior official stakeholders the implications of the creation of Shared Health. While this new organization is still in its infancy, it has the potential to create significant change for some of our members. In our discussions with Shared Health, officials have expressed a desire to communicate and work collaboratively with Doctors Manitoba and physicians. Doctors Manitoba will continue to monitor all announcements, keep our membership up to date and will vigorously protect the interests of physicians in all future restructuring based on the principles set out by the Board of Directors.

Our guiding principles are:

- No layoff of doctors (they are front line staff)
- Voluntary layoff to be negotiated by Doctors Manitoba (open to all doctors regardless of site and specialty)
- Doctors Manitoba to negotiate and facilitate, where possible, transfers to other facilities



- RHA/Shared Health/Manitoba Health to designate a key individual that can speak with authority in meetings with Doctors Manitoba.
- Doctors Manitoba should be copied on any communication to physicians regarding job or position status/change. To that end we will play an active role in obtaining and disseminating accurate and reliable information to our members.
- All physician contractual matters to be negotiated with Doctors Manitoba.
- Doctors Manitoba will work to ensure that the unique nature of, and challenges associated with, the practice of medicine in rural, northern and remote communities are thoughtfully considered.
- Doctors Manitoba will work to ensure excellence in patient care throughout Manitoba.

Physicians faced an unexpected announcement from the Federal Government related to proposed tax changes that would have a serious detrimental effect on many physicians who are incorporated. Doctors Manitoba supported the Canadian Medical Association in fighting these changes on the national stage. Our Doctors Manitoba president, Dr. Chiu, presented to the Senate Committee advocating against these changes. While these changes were not completely abandoned by the Federal Government, major changes were ultimately made lessening the impact on incorporated physicians.

Notwithstanding the many dramatic events of the past year, Doctors Manitoba's Master Agreement has remained intact and rate increases to fee-for-service and alternately funded agreements averaging 2% came into effect on April 1, 2018. Additional increases to specialist on call rates and new extended visit tariffs were implemented for many blocs of practice. Additionally, Doctors Manitoba has continued to negotiate a wide range of Physician's Manual amendments, new fee tariffs and alternately funded agreements over this past year. We also continue to address billing disputes with Manitoba Health and provide negotiation services and advice to individuals and groups of doctors with regard to their relationships and contracts with various RHAs and agencies. We continue to advocate on issues of importance to the membership, including the certification of EMRs, the study of after hours coverage, and the safety and security of our members.

Doctors Manitoba has begun preparing for negotiating our Master Agreement which expires on March 31, 2019. Many of our members are actively engaged in bloc meetings, working groups, alternate funded meetings and in communicating directly about their concerns and suggestions. This work is ongoing and the engagement of the membership in this way is essential to ensure



that we have a strong, comprehensive and unified position as we negotiate a new deal. This point warrants repeating: we cannot emphasize enough the importance of our membership remaining unified in the coming year. We can see from our neighbors what might befall us if we become fractured, or turn on each other during deliberations. Unity gives us strength at every turn.

As part of our work, Doctors Manitoba continues to follow the status of *The Public Services Sustainability Act* which, if proclaimed, will leave the existing Master Agreement intact until April 1, 2019, but would effectively dictate most of the terms of the next Master Agreement and neuter our ability to arbitrate. Obviously, this is of significant concern and Doctors Manitoba has taken a strong position against this Act. Engagement of members is even more crucial as we will be required to be more creative and more focused than ever before as we seek the best ways to advocate for the profession.

The Health Sector Bargaining Unit Review Act proposes the amalgamation of many of the collective agreements that cover employed physicians. The Act, yet to be proclaimed, could result in additional disruption to those physicians who are subject to collective agreements. Doctors Manitoba has already begun discussions with Manitoba Health in an attempt to mitigate any negative impact.

We anticipate the coming year will be very busy as we learn more about the government's plans for physicians, the health care system and a new Master Agreement. We remain focused on our mission to support the doctors of Manitoba in providing the exceptional, compassionate care that all Manitobans rightly deserve.



NEGOTIATIONS STAFF

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Strategic Plan 2017-20

The Committee was tasked this year with reviewing and updating the association's Strategic Plan. The following was approved by the Board of Directors at their March 15, 2017 meeting.

Vision: A trusted organization with an engaged membership and a strong voice for the health of Manitobans.

Mission: To serve the physicians of Manitoba, advocating for their professional, economic and personal well-being.

Values:

- **Unity** - *We strive to make decisions that will foster unity in the membership*
- **Influence** - *Our influence derives from our unity as an association*
- **Foresight** - *We anticipate and plan for the changing environment*
- **Professionalism** - *We adhere to a high standard of integrity and respect in our work relationships*

Strategic Goals 2017-20

A. Member Engagement

- 1.0 All members feel informed by and connected to Doctors Manitoba.
- 2.0 Members view participation on Doctors Manitoba Board, committees and working groups as worthwhile.

B. Physician Health and Wellness

- 1.0 Doctors Manitoba provides assistance and training to its members for wellness activities that are increasingly utilized.
- 2.0 All physicians, residents and medical students will have access to a primary care physician.
- 3.0 Doctors Manitoba promotes professionalism within its membership.

C. Remuneration and Benefits

- 1.0 Physician remuneration and benefits in Manitoba remain competitive.

D. Advocacy and Innovation

- 1.0 All members view Doctors Manitoba as a proactive and effective advocate for the medical profession.
- 2.0 Doctors Manitoba advocates on public health issues and opportunities for innovation where there is a clear consensus in the medical profession.
- 3.0 Doctors Manitoba advocates for member throughout their career, from student to retiree.

E. Organizational Capacity and Leadership

- 1.0 Doctors Manitoba has the capacity to successfully execute and monitor its strategic and operating plans.
- 2.0 Doctors Manitoba promotes the development of leadership skills of its members, at the regional, provincial and national levels.