

College of Physicians
and Surgeons of
New Brunswick



Collège des médecins
et chirurgiens du
Nouveau-Brunswick

Annual Report 2025





About the College

The College of Physicians and Surgeons of New Brunswick (the College) regulates the practice of medicine in the province. Its mandate is to protect the public by overseeing physician registration and ensuring that qualified, competent physicians are licensed to practise in New Brunswick.

The College is governed by a Council of 17 members. Twelve Council members are elected by their peers, with representation from each zone of the province. Four public representatives are appointed by the Lieutenant-Governor in Council following an application process. The remaining Council member is a government representative designated by the Minister of Health. Council is supported by the College's senior leadership team, made up of the Registrar, Deputy Registrar and Associate Registrar.

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Land acknowledgement

The College of Physicians and Surgeons of New Brunswick acknowledges it carries out its work on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati (Passamaquoddy) peoples. This territory is covered by the "Treaties of Peace and Friendship" which these nations first signed with the British Crown in 1725. The treaties did not deal with the surrender of lands and resources, but in fact recognized Mi'kmaq and Wolastoqiyik title and established the rules for what was to be an ongoing relationship between nations.

The College of Physicians and Surgeons of New Brunswick pays respect to the elders, past and present, and descendants of this land. We honour the knowledge keepers and seek their guidance as we strive to develop closer relationships with the Indigenous people in New Brunswick.



PURPOSE

The College of Physicians and Surgeons of New Brunswick is dedicated to safeguarding patients and the medical profession. Grounded in integrity, fairness, compassion, and innovation, we foster trusted, high-quality care and a healthier community for all New Brunswickers.



MISSION

Protect the public by licensing qualified physicians in a fair and transparent manner, guiding standards of care, and maintaining trust through objective oversight of physician professional conduct.



VISION

Trusted physicians providing quality patient care.

Values

Integrity

We act honestly and ethically towards patients and physicians, ensuring an objective and transparent approach and respect.

Fairness

We treat everyone equitably and without discrimination.

Compassion

We provide guidance to the public and physicians with empathy, kindness and respect.

Innovation

We lead change in our evolving health care landscape through flexibility and continuous learning.



Message from the President



Stepping into the role of Council President during a year of tremendous growth and change at the College has been both an honour and a privilege. Throughout 2025, Council has remained focused on ensuring strong governance, thoughtful decision making, and a clear strategic direction as the College continues to evolve.

This year marked a significant milestone with the finalization of the College's first five-year strategic plan, developed through broad consultation and careful consideration of the challenges facing our profession and healthcare system. The plan's four pillars—strengthening operational efficiency, investing in people,

engaging strategically with partners, and advancing regulatory practices—offer a clear roadmap for our future and reflect our commitment to modern, responsive regulation.

Council also advanced key policy decisions that support both physician mobility and public protection. Of note were the three new pathways to the Regular Licence, approved in September. These pathways expand recognition of international jurisdictions, acknowledge the rigor of our own assessment processes, and recognize the contributions of long-serving physicians who have practiced in New Brunswick under a sponsored licence. These changes bring greater consistency with practices across Canada and help support recruitment and retention in our province.

I am immensely proud of the dedication shown by my fellow Council members—both returning and newly elected—and am grateful for their willingness to contribute their time, expertise, and perspectives.

I would also like to acknowledge the leadership of our committees and the commitment of our public members, whose participation strengthens public trust in our work.

Looking ahead, the Council remains committed to guiding the College through continued modernization, fostering collaboration with partners, and upholding the standards that ensure quality care for every New Brunswicker. I look forward to working with Council, registrants, partners and staff as we continue this important work in the year ahead.

Dr. Rina Lee

Message from the Registrar and CEO



As we reflect on 2025, I am encouraged by the progress we have made in strengthening medical regulation in New Brunswick and advancing our mandate to support safe, high-quality care. This year marked important steps forward in several areas, driven by the commitment of our Council, registrants, partners and staff.

One of the most meaningful developments was the continued advancement of the Practice Ready Assessment New Brunswick (PRA-NB) program. Following the successful deployment of the inaugural cohort of 10 physicians earlier this year, our second cohort has now completed orientation and begun their field assessments. In addition, we have invested in improved assessor training and expanded orientation activities to enhance the quality of the PRA-NB candidate's transition to practice and beyond. These physicians will make a significant impact on access to primary care when they transition to independent practice in 2026.

We also continued to modernize our regulatory framework. Updates to the episodic care, patient medical records, and closing or leaving a practice standards came into effect. We also launched consultations on proposed new standards for mandatory reporting and conscientious objection. These consultations remain essential to ensuring our standards reflect current practice realities and support our duty to act in the public interest.

Operational improvements were a central focus this year. Our registration team supported a successful renewal period, improved processes and turnaround times, and continues to monitor the national landscape to ensure alignment with other provinces. In the professional conduct area, early resolution initiatives continued to demonstrate their value. Despite consistently high complaint volumes, we resolved more files this year than in previous years and made progress in reducing the backlog, offering a more timely and compassionate process for all parties involved.

In 2025, the College continued to strengthen its internal capacity by investing in staff development, including mandatory annual cybersecurity training, customer service training focused on de-escalation, and education on recognizing and mitigating unconscious bias. Staff also participated in a session on Just Culture to support fair and consistent decision-making, as well as multiple Microsoft 365 training sessions to enhance efficiency and better leverage our digital tools.

Together, these initiatives ensure our team is well equipped to serve the public and the profession with professionalism, awareness, and improved operational effectiveness.

I also want to highlight our expanding work in quality assurance, as we begin developing a renewed, modernized program to replace the previous Peer Assessment model. This work will help ensure physicians have access to tools and feedback that support excellence in patient care and foster continuous quality improvement.

My deepest thanks go to our registrants, Council members, assessors, committee volunteers and staff. Your continued engagement strengthens our regulatory system and supports the health of New Brunswickers. As we look ahead to 2026, I am confident we will continue to build on the momentum of this year, together moving toward a more responsive, collaborative, and modern College.

Dr. Laurie Potter, M.Ed, FRCPC

Registering qualified physicians and surgeons

The College’s registration and licensing processes are central to its mandate of protecting the public and ensuring that only qualified, competent, and ethically grounded physicians, medical learners, and physician assistants are authorized to practice medicine in New Brunswick. In 2025, the College continued to strengthen its registration systems, streamline service delivery, and modernize pathways to licensure to better support both applicants and the health-care system.

Practice Ready Assessment New Brunswick

The Practice Ready Assessment New Brunswick (PRA-NB) program continued to play an important role in improving access to primary care in 2025. Early in the year, the first group of 10 internationally trained family physicians completed their clinical assessments and began practicing in communities across the province. Their graduation was recognized by provincial leaders, highlighting the value of the program and its contribution to improving access to primary care.

Following this milestone, the second cohort moved through orientation and into their 12-week clinical field assessments. As part of their preparation, candidates took part in sessions led by subject-matter experts on topics related to practicing family medicine in New Brunswick, including communication with patients, and medico-legal responsibilities. They also completed training activities, including a full day of sensitive exam simulations and a three-week observership in a local clinic.

These additions help candidates become more familiar with the healthcare system in New Brunswick before they begin their assessments.

The College also dedicated time this year to supporting the physicians who act as assessors. Assessors completed updated training, offered in partnership with the Medical Council of Canada, to help ensure that evaluations are fair, consistent, and reflective of real-world practice.

Candidates in the second cohort are expected to finish their assessments and begin practicing in spring 2026. As the program grows, the College continues to refine its processes, including improving documentation tools, upgrading performance tracking systems, and recruiting additional assessors. PRA-NB remains an important part of the College’s work to expand the physician workforce while maintaining strong standards for safe, high-quality care.

Statistics



Assessors recruited



Interviewers recruited



Applications received



Candidates interviewed



Candidates licenced
(cohort 1)



Candidates enrolled in cohort 2
(to be completed in 2026)



New Pathways to Regular Licence

In 2025, the College approved three new pathways to the Regular Licence, which took effect on January 1, 2026.

The new pathways include:

Expanded Approved Jurisdictions

Physicians who received training and were certified in jurisdictions recognized by the College of Family Physicians of Canada (CFPC) or the Royal College of Physicians and Surgeons of Canada (RCPSC) will now be eligible for a Regular Licence. These jurisdictions include Australia, Ireland, the United Kingdom, New Zealand, Hong Kong, Singapore, South Africa and Switzerland.

Time-in-Practice Pathway

Physicians who have continuously held a Defined Licence, and practiced in New Brunswick, for the last five years will be eligible for conversion to a Regular Licence. This acknowledges their sustained contribution to patient care.

These pathways align New Brunswick with national trends while ensuring that licensing decisions continue to prioritize patient safety and public trust.

Specialty Recognition Assessment

Physicians who have successfully completed a Comprehensive Clinical Assessment after practicing for the last two continuous years in New Brunswick as the most responsible physician will be eligible to transition directly to a Regular Licence. This recognizes the rigor of the College's own assessment process as evidence of independent practice competence.

At a glance

As of December 31, 2025

25%

increase in registrants since 2022

25%

The College’s modernized programs and pathways are already delivering measurable outcomes. **Increased registrant numbers in 2025 speak to the success of these initiatives and the strengthened appeal of New Brunswick as a place to practise.**

Registration statistics: Year over year

	2022	2023	2024	2025
Registrants with an Annual Licence	2484	2668	2823	3003
Registrants with a Locum Licence	177	158	90	91
Registrants with a Medical Education Licence	375	392	595	701
Total	3036	3218	3508	3795
Year over year		6.0%	9.0%	+8.2%

3003 REGISTRANTS
with an **ANNUAL LICENCE**
including:

- » 2462 Registrants with a **Regular Licence**
 - 1901 Not on the Atlantic Registry
 - 561 On the Atlantic Registry
 - 242 On the Atlantic Registry with Nova Scotia as home College
 - 169 On the Atlantic Registry with New Brunswick as home College
 - 97 On the Atlantic Registry with Newfoundland as home College
 - 53 On the Atlantic Registry with Prince Edward Island as home College
- » 339 Registrants with a **Defined Licence**
- » 109 Registrants with a **Special Licence**
- » 20 Registrants with a **Border Area Licence**
- » 22 Registrants with a **Courtesy Licence**
- » 12 Registrants with a **Physician Assistant Licence**
- » 39 Registrants with a **Clinical Assistant Licence**
- » 4 Clinical Assistant Program Approvals:
 1. Clinical Assistant Program of the Infectious Disease Department at the Moncton Hospital
 2. Clinical Assistant Program for the Oncology/Hematology division at the Moncton Hospital
 3. Clinical Assistant Program of the Radiation Oncology Division at the Saint John Regional Hospital
 4. Clinical Assistant Program of the Psychiatry Division at the Moncton Hospital
- » 905 CFPC certified family physicians
- » 1084 RCPSC certified specialists

91 REGISTRANTS
with a **LOCUM LICENCE**

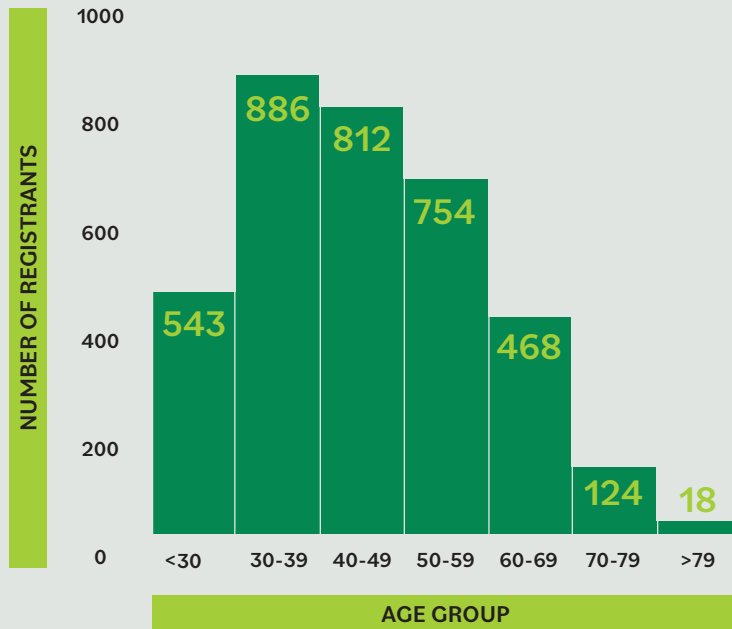
- » 71 Registrants with a **Regular Locum Licence**
- » 15 Registrants with a **Defined Locum Licence**
- » 5 Registrant with a **Moonlighting Licence**

701 REGISTRANTS
with a **MEDICAL EDUCATION LICENCE**

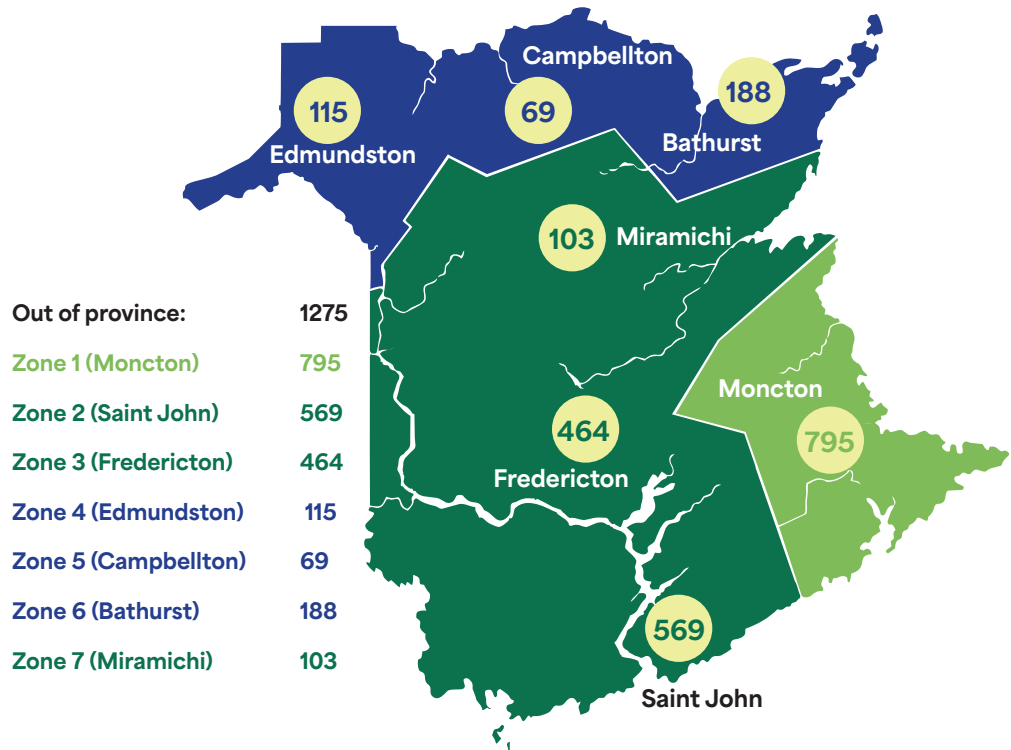
- » 229 Registrants with a **Medical Student Licence**
- » 442 Registrants with a **Postgraduate Trainee Licence**
- » 30 Registrants with a **Clinical Trainee Licence**

Age distribution of all registrants

(includes medical learners)



of registrants



Out of province:	1275
Zone 1 (Moncton)	795
Zone 2 (Saint John)	569
Zone 3 (Fredericton)	464
Zone 4 (Edmundston)	115
Zone 5 (Campbellton)	69
Zone 6 (Bathurst)	188
Zone 7 (Miramichi)	103



Investigating complaints

Investigating complaints is an important part of protecting patients and maintaining trust in the medical profession.

In 2025, the College continued to strengthen its complaints and investigation processes to better support both patients and physicians. Despite consistently high volumes and increasing complexity of complaints, the use of early resolution techniques helped address many concerns quickly.

The College approached each complaint with care, objectivity, and a commitment to public protection. The progress made in 2025 reflects an ongoing effort to ensure a complaints process that is fair, compassionate, and responsive to the needs of New Brunswickers.

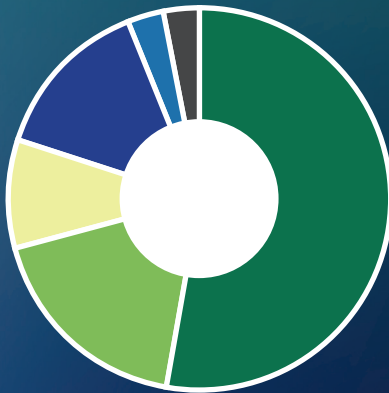
At a glance

As of December 31, 2025

311 Complaints received*

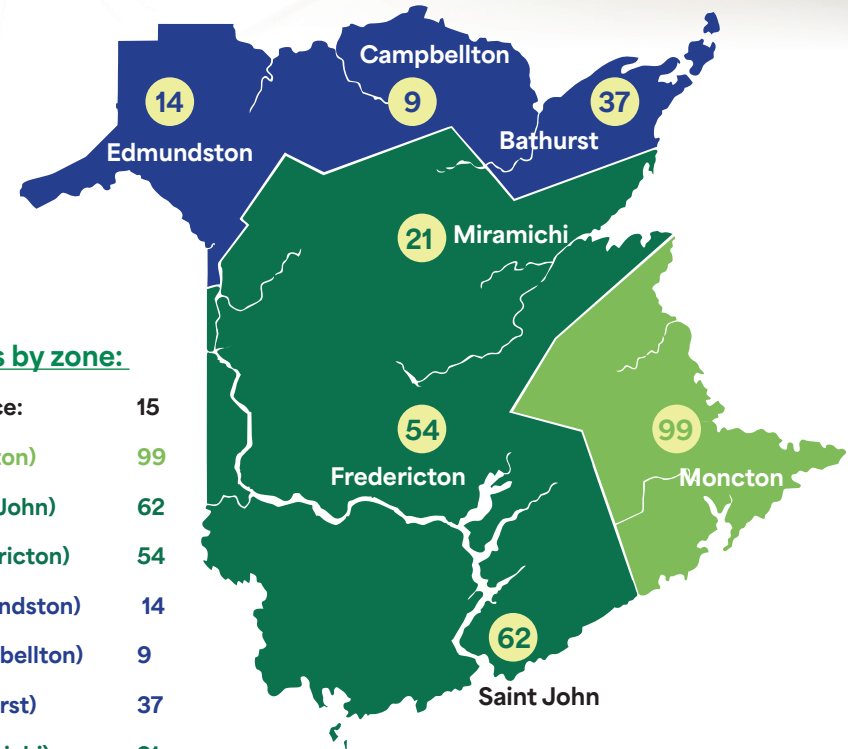


Breakdown of complaints received:



- 53%** Quality of care
- 18%** Practice management
- 9%** Ethics
- 14%** Attitude and communication
- 3%** Sexual nature (4 complaints)
- 3%** Other (Medical records, etc.)

» 311 complaints received against 231 physicians.
80 physicians with more than 1 complaint.



Complaints by zone:

Out of province:	15
Zone 1 (Moncton)	99
Zone 2 (Saint John)	62
Zone 3 (Fredericton)	54
Zone 4 (Edmundston)	14
Zone 5 (Campbellton)	9
Zone 6 (Bathurst)	37
Zone 7 (Miramichi)	21

336 Complaints resolved



» 123 % increase from 2024

- 255 complaints resolved through early resolution (76 %)
- 81 complaints resolved by Committee
- 1 resolved by a Board of Inquiry (discipline hearing)

104 complaints presented to committees. 97 recommendations issued. Of these 104 complaints, the committees issued 97 recommendations, broken down as follows:

- 57 NO FURTHER ACTION
- 11 REMEDIAL TRAINING ONLY
- 07 COUNSEL
- 02 COUNSEL + TRAINING
- 06 CAUTION
- 02 CAUTION + TRAINING
- 03 CENSURE

1 revocation of licence
In total, there were 20 appeals or reconsiderations.

Professional standards - 2025 at a glance

3

REVISED STANDARDS PUBLISHED

- Episodic Care
- Patient Medical Records
- Closing or Leaving a Practice

2

PROPOSED STANDARDS RELEASED FOR CONSULTATION

- Mandatory Reporting
- Moral Factors

300+

ENQUIRIES SUPPORTED FROM PHYSICIANS, THE PUBLIC, AND HEALTHCARE PARTNERS

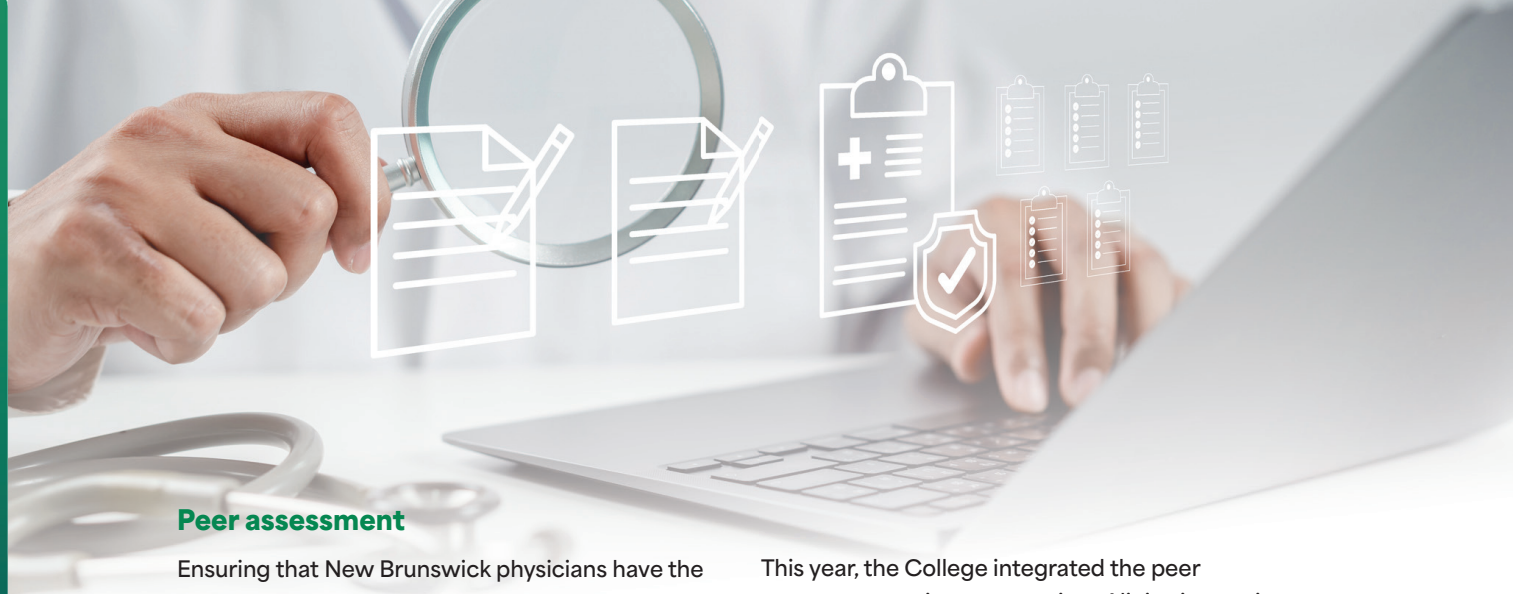
Most common topics:

- Closing or transitioning a practice
- Patient medical records
- Billing questions
- Referral requirements for specialists



Assuring quality care

Ensuring that patients in New Brunswick receive safe, effective, and high-quality care is central to the College's mandate. In 2025, the College focused on strengthening its quality-assurance work by advancing the redesign of its assessment program. These efforts support physicians in maintaining high standards of practice while promoting learning, accountability, and continuous improvement.



Peer assessment

Ensuring that New Brunswick physicians have the required skills and knowledge to deliver high-quality care is an important part of the College's role. To fulfill this mandate, the Peer Assessment Committee (PAC) takes a proactive, supportive approach to lifelong learning and continuous improvement. PAC assessments are intended to identify growth and development opportunities, guiding physicians in maintaining excellence throughout their careers. All PAC assessors are physicians who have experienced the process themselves and understand its value.

This year, the College integrated the peer assessment review process into Alinity, improving program coordination and supporting upcoming enhancements to the program. As part of a broader modernization effort, College staff dedicated most of their time to a comprehensive review of the peer assessment framework. Work will continue in 2026 with a view of redesigning the program in alignment with best practices and evolving regulatory needs. To allow this work to proceed thoughtfully and effectively, new peer assessments have been temporarily paused while we design and implement the new program.

Fitness to Practice

In 2025, the College delegated the operation of the Fitness to practice program to the New Brunswick Medical Society (NBMS). This change was intended to support physician fitness to practice through greater privacy and earlier intervention. In most cases, the College is not notified when a physician is receiving care through the program. The College becomes involved only when there is a risk to patient safety and action is required to restrict a registrant's practice of medicine. This transition strengthens the protection of physicians' personal health information while ensuring that any risks to patients continue to be addressed promptly and appropriately. In 2025, 11 registrants were enrolled in the Fitness to practice program.

Strategic plan 2025-2030

Over the past several years, the College has built a strong foundation that now enables the successful implementation of the 2025-2030 strategic plan. Since 2022, the College has had significant staffing growth, modernized its operations and strengthened its core regulatory functions. These efforts have resulted in clearer processes, improved service delivery, and a more consistent and transparent approach to licensing, professional conduct, and quality assurance. This period of foundational work has positioned the College to operate with greater agility, accountability, and alignment across all areas of regulation.

Since 2022, the College has also advanced key system level initiatives that support both public protection and physician mobility. This includes launching the Practice Ready Assessment program, expanding pathways to licensure, and participating in the Atlantic Registry to help bring qualified physicians into the province and reduce barriers to practice. Collectively, these accomplishments have modernized the College's regulatory framework and enhanced its ability to respond to the evolving needs of New Brunswick's healthcare system. With this foundational work firmly in place, the College is well prepared to carry out its strategic plan and continue its evolution as a modern, collaborative, and forward-looking regulator.

As the College continues to develop and grow, a structured strategic plan has become essential. It enables decisions to be made with intention, provides focus, facilitates meaningful change, and allows for better accountability.

After nearly a year of consultation and development, the College has finalized its 2025-2030 strategic plan. Developed with extensive input from staff, Council, and key external partners, as well as expert guidance, the plan lays out a roadmap for the College's activities in the coming years.

Completion of this strategic plan represents our continued evolution as a modern, responsive regulator. It brings clarity to our direction, aligns our efforts, and ensures our work continues to reflect the needs of the profession and public we serve. As health care continues to be a rapidly evolving field, requiring regulatory bodies to evolve alongside it, our strategic plan will allow us to stay focused and responsive.

Our strategic pillars

Strengthen Operational Efficiency

Objectives

- **Enhance** the efficiency and transparency of complaints and licensing processes
- **Improve** communication with physicians and the public
- **Provide** proactive guidance to help support quality care decision-making and prevent complaints
- **Embed** risk awareness and mitigation into core decision-making

Engage with Partners Strategically

Objectives

- **Build** mutual understanding through clear communication of the College's role and mandate
- **Strengthen** relationships with partners in ways that align with the College's capacity and strategic focus
- **Create** opportunities for meaningful collaboration on shared regulatory goals
- **Promote** inclusive engagement with diverse communities across New Brunswick

Invest in Our People

Objectives

- **Foster** a positive, inclusive, and healthy organizational culture
- **Promote** leadership development and clarity in all roles and responsibilities
- **Strengthen** team-based practices, improve internal communication and feedback processes
- **Support** workload sustainability and well-being across the organization

Advance Regulatory Practices

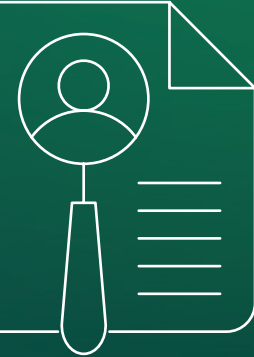
Objectives

- **Align** regulatory practices with both national standards and provincial context
- **Strengthen** public accountability and engagement approaches
- **Use** data and emerging trends to inform regulatory improvements and education
- **Adapt** licensing pathways with a focus on public protection and readiness

Our role

We **protect** the public by licensing qualified physicians in a fair and transparent manner.

We **guide** standards of care and maintain trust through objective oversight of physician conduct.



Key outcomes by 2030

» Transparent processes

Clear, timely, and accessible licensing and complaints pathways.

» Public confidence

Increased trust in physician regulation and oversight.

» Modern regulation

Data-informed practices aligned with standards and provincial needs.

Looking Ahead for 2026

Building on the progress achieved in recent years, in 2026 the College will focus on key initiatives that further strengthen public protection, modernize regulation, and improve the experience of those who interact with the College. These priorities reflect a continued commitment to responsive, transparent, and effective medical regulation in New Brunswick.

Modernizing
the Medical Act

Updating
Registration
and licensing
policies

Enhancing
Customer
Service

Advancing
Quality
Assurance

Expanding
Practice Ready
Assessment
(PRA) program



Governance

In 2025 we welcomed four new Council members -

Dr. Rachel Goss,
Dr. Haji Adam Vayani,
Dr. Tania Smith-Doiron,
Dr. Natália Portela

following a nomination and election period in each of their respective zones.



Senior Leadership Team

Dr. Laurie Potter
Registrar & CEO

Dr. Mahamadou Douaré,
Deputy Registrar

Christine Bernard
Associate Registrar and General Counsel

Council

Dr. Rina Lee (*Zone 1*)
Dr. Michael Matchett (*Zone 1*)
Dr. Manon Belliveau (*Zone 1*)
Dr. Kerry Sheppard (*Zone 2*)
Dr. Rachel Goss (*Zone 2*)
Dr. Peter Ross (*Zone 2*)
Dr. Haji Adam Vayani (*Zone 3*)
Dr. Vivek Virmani (*Zone 3*)
Dr. Tania Smith-Doiron (*Zone 4*)
Dr. Natália Portela (*Zone 5*)
Dr. Marc Aucoin (*Zone 6*)
Dr. Michael Hayden (*Zone 7*)
Ms. Diane Brideau-Laughlin (*public representative*)
Mr. Jason Steeves (*public representative*)
Mr. Mathieu Picard (*public representative*)
Ms. Dominique Eddie (*public representative*)
Dr. Zeljko Bolesnikov (*Minister of Health representative*)

Complaints and Registration Committee

Chair
Dr. Michael Hayden
Mr. Jean Castonguay
Dr. Tim Christie
Dr. Parisa Ghassemi Kakroodi
Dr. Teshome Kelkile
Dr. Etienne Marquis
Dr. Nathalie McLaughlin
Dr. Lachelle Nofall
Mr. Andrew Orchard
Dr. Paul Postuma
Dr. Hugh Scarth
Dr. Lucy Shen
Dr. Susan Skanes

Peer Assessment Committee

Members
Dr. Robert Daigle
Dr. Annelise Gallien
Dr. Heidi James
Dr. Julie Whalen

Executive Committee

President
Dr. Rina Lee
Vice President
Dr. Michael Matchett
Past President
Dr. Kerry Sheppard

Review Committee

Chair
Dr. Michael Matchett
Dr. Luc Arsenault
Ms. Gisèle Beaulieu
Dr. Marilyne Bossé
Ms. Cathy Bowlen
Dr. Christine Duclos
Dr. Gary Fecteau
Dr. Beatriz Sainz
Dr. Patrick Sullivan

Audit, Finance, and Risk Committee

Chair
Mr. Mathieu Picard
Dr. Marc Aucoin
Ms. Diane Brideau-Laughlin
Mr. Jason Steeves

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HOW CAN WE IMPROVE OUR ANNUAL REPORT?

Please send your thoughts and suggestions about the College's
Annual Report to communications@cpsnb.org.

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