MARITIME RESIDENT DOCTORS

ANNUAL REPORT

2025-26

President's Report

by Dr. Kathleen MacMillan

Over the past year, Maritime Resident Doctors has continued to advocate for residents across the Maritimes and work to improve their training and working environments. It has been a very busy year, but also an incredibly rewarding one. I have had the privilege of working with an amazing team of residents, staff, and partners who genuinely care about making residency better.

As I transition into the role of Past President, I am really proud of what we have accomplished and excited about the work that will continue.

The Past

Before becoming President, I had the opportunity to serve as a Member at Large and participate in our collective bargaining work. I was fortunate to help negotiate a new collective agreement that resulted in significant improvements for Maritime residents and positioned Dalhousie residents among the best compensated in Canada. It was an important experience that gave me a better understanding of the role MarDocs can play in improving resident working conditions and helped shape the priorities I brought into my presidency.

During my presidency, we also worked to clarify protections for residents during pregnancy. This included confirming that pregnant residents should not be required to complete any call after 28 weeks of pregnancy. There had previously been uncertainty around how this part of the Collective Agreement should be interpreted.

Another area I am particularly proud of is our work to improve Indigenous representation within MarDocs. We welcomed our first Indigenous Board Representative and worked with Dr. Brent Young, Academic Director of Indigenous Health, to identify ways MarDocs can better support Indigenous residents. This has included developing additional resident orientation information, exploring a voluntary Indigenous resident survey, organizing a Board education session, and considering how our Collective Agreement can better recognize culturally significant and non-Western holidays. There is still more work to do, but I am really happy with the progress we have made.

The Present

One of the largest projects during my presidency has been the development and implementation of our Resident Time Off (RTO) application.

Residents have consistently raised concerns about the process for requesting vacation and other time away from training. We wanted to see whether we could come up with a better system.

With support from the Resident Doctors of Canada (RDoC) Innovation Fund, MarDocs developed a centralized Resident Time Off application with the goal of making the process more transparent, consistent, and easier for both residents and programs. Over the past year, we have worked with residents, program administrators, program directors, PGME, and others to develop the application and understand what programs need from the system.

The pilot is now officially underway, with more than 35 residency programs participating. Overall, it has been going well. We have identified some areas that need improvement, which is expected with a new system, and we are continuing to make changes based on feedback.

The response to the project has been very encouraging. We have presented the application to PGME, the Central Zone Advisory Committee, the MarDocs Board, Resident Doctors of Canada, Program Administrators, and other stakeholders. RDoC has also expressed interest in helping us pursue additional funding, and residents outside the Maritimes have

Maritime Resident Doctors Board 2025-26

EXECUTIVE
President: Dr. Kathleen MacMillan, RADI
Vice Pres: Dr. Kristin Ko, ANAE
Past Pres.:Dr. Brett Ells, FAMNN
Treasurer: Dr. Jasmine Mah, GERM
Well-Being: Dr. Adele Orevec, SURG

MEMBER AT-LARGE
Dr. Mario Jones, INTS
Dr. Clara Long, GAST
Dr. Diane Ramsay, RHEU
Dr. Conner Sonke, ORAL
Dr. Moayad Alhothail, SURG
Dr. Adrienne Borrie, FAMSS
Dr. Asem Murshed, FAMF
Dr. Sam Palmer, FAMS
Dr. Francisca Annan, FAMI
Dr. Jordin Fletcher, FAMNN

MEDICAL STUDENT REP
Ben Peterson

expressed interest in potentially using the application in the future. It has been really exciting to see an idea that started as a way to address a common resident concern turn into a pilot involving more than 35 residency programs.

Another major focus this year has been accreditation. I was selected as Dalhousie's resident accreditation representative for the upcoming institutional accreditation review. Through MarDocs, we have worked to make sure residents understand the accreditation process, have protected time to participate in pre-accreditation workshops, and have opportunities to provide meaningful and confidential feedback about their training.

A priority throughout my presidency has also been making sure residents are represented at the tables where decisions affecting them are being made. We have continued to strengthen our relationship with Dalhousie PGME and have increased our engagement with other provincial and national organizations.

At the College of Physicians and Surgeons of Nova Scotia, I asked whether MarDocs could provide a report at every Council meeting rather than only annually. Council was very receptive, and MarDocs will now have an opportunity to provide more regular updates and resident perspectives. We have also expanded our involvement in physician recruitment and retention, including establishing a MarDocs Recruitment Committee and engaging with recruiters and medical organizations across the Maritimes.

Alongside all of these larger projects, MarDocs has continued its day-to-day advocacy for individual residents experiencing concerns related to their training, working conditions, or the Collective Agreement. A lot of this work happens quietly and cannot be captured in a report like this, but supporting individual residents remains one of the most important things we do.

The Future

Although my term as President is ending, there is lots of work still underway.

The Resident Time Off application will continue to be a major priority. Throughout the pilot, we need to learn from what is working, listen to feedback, address the things that are not working, and continue improving the application.

Accreditation will also be a significant focus over the coming months, with Dalhousie's institutional accreditation review taking place in Nov. 2026. It will be important that residents feel comfortable speaking openly about both their experiences. MarDocs will continue to advocate for residents and make sure their voices are part of that process.

More broadly, MarDocs will continue advocating for safe and sustainable working and learning environments. This includes appropriate supervision, reasonable call expectations, support during pregnancy and parenthood, equitable access to time off, and helping to ensure residents feel comfortable raising concerns.

I also hope we continue strengthening our relationships with PGME, RDoC, provincial colleges, medical societies, recruitment organizations, and other partners. These relationships give us opportunities to make sure resident perspectives are considered when decisions are being made.

Thank You

Serving as President of Maritime Resident Doctors has been one of the most meaningful leadership experiences of my training.

I am incredibly grateful to our CEO, Sandi Carew, whose knowledge, commitment, and constant advocacy for residents make so much of MarDocs' work possible. I am equally grateful to the entire MarDocs staff for everything they do behind the scenes to support our members and move our work forward.

I also want to sincerely thank our Board of Directors. Our Board members volunteer their limited time to represent their colleagues, bring forward concerns, contribute ideas, and help move our initiatives forward. I have been very fortunate to work with such a dedicated group throughout my presidency.

Representing more than 750 residents across the Maritimes has been both a privilege and a significant responsibility. What I will remember most is the trust residents placed in us when they brought forward their concerns, ideas, and experiences. I have always felt that when residents tell us something is not working, our job is not just to listen. We should also ask whether there is something we can do to make it better.

I am really proud of what we have accomplished together and grateful for the opportunity to have served as President. As I move into the role of Past President, I look forward to continuing my work with MarDocs and supporting the projects that are still underway.

Most of all, I am incredibly grateful to our staff, Board, and members for trusting me with this role. It has truly been an honour to represent Maritime residents.

CEO's Report

by Sandi Carew

This past year was one of thoughtful planning, innovation, and preparation as MarDocs continued to strengthen the services and supports available to our members. Throughout the year, we remained focused on improving the resident experience through collaboration, advocacy, and the development of practical tools that make navigating residency easier.

One of our most significant accomplishments was the design, development, and implementation of the Resident Time Off (RTO) App. This new platform provides residents with one location to request and track all types of leave, including vacation, float days, lieu days, educational leave, and the holiday break. The RTO App represents a major step forward in modernizing leave management, improving transparency, and creating a more consistent process for both residents and residency programs.

This year also provided an exciting opportunity to look ahead as our Board of Directors and staff came together for a strategic planning day. Through thoughtful discussion, collaboration, and a shared commitment to our mission, we established direction for a new strategic plan that will guide MarDocs over the coming years. I am incredibly proud of the work accomplished during this process and grateful to everyone who contributed their ideas, expertise, and vision for the future of our organization.

Preparation for Dalhousie University's 2026 Accreditation, taking place this fall, has also been a major organizational priority. We launched a comprehensive accreditation survey to gather resident feedback that will help inform the process and ensure resident perspectives are well represented. In addition, we hosted the first of two accreditation workshops to help residents better understand the accreditation process, the importance of their participation, and the vital role they play in ensuring the quality of postgraduate medical education.

Our strong partnerships, including Dalhousie Postgraduate Medical Education and Nova Scotia Health Medical Education, continue to be essential to our work and in creating relationships with external organizations. Together, we have collaborated on initiatives that support residents across the Maritimes while continuing to advocate for improvements that enhance training and the overall residency experience. Our staff remain available every day to provide guidance, answer questions, and assist members in navigating the challenges that arise throughout residency.

Supporting resident wellness continues to be at the heart of everything we do. Throughout the year, we offered wellness programming and events across multiple training sites while continuing to strengthen resident engagement through our Distributed Site Advisory Committee. This committee ensures that residents training outside Halifax continue to have a strong voice in our work and helps us better understand the unique needs of residents throughout the region.

As always, none of our accomplishments would be possible without the dedication of our resident volunteers. Thank you to the 2025–2026 Board of Directors for your leadership, commitment, and advocacy on behalf of your colleagues. Your willingness to dedicate your time while balancing the demands of residency is truly appreciated, and your contributions continue to shape the future of MarDocs.

Finally, I would like to recognize the exceptional MarDocs staff team—Leanne, Cristy, Verlie, Daniel, and recently our summer student, Chloe. Your professionalism, dedication, and unwavering commitment to our members are the foundation of everything we achieve. It is a privilege to work alongside such an outstanding team.



A lively evening with incoming residents at our orientation boat cruise around the Halifax Waterfront.

Well-Being Report

by Mardocs Staff

Throughout the 2025-2026 residency year, Maritime Resident Doctors continued to strengthen its commitment to resident wellness through a comprehensive and responsive approach that recognized wellness as more than physical health alone.

From social connection and physical activity to benefits navigation, financial and administrative support, recognition, inclusion, distributed-site engagement, and collaboration with external partners, Mardocs worked throughout the year to create meaningful opportunities for residents to connect, recharge, participate, and feel supported.

2025–2026 Wellness at a Glance

Wellness Week 2026

Mardocs' annual Resident Wellness Week provided a concentrated week of activities designed to celebrate residents, encourage connection, and promote wellness across the region. Programming included:

- Resident Bootcamp
- Puppy yoga and hot yoga
- Pottery painting
- Coffee breaks at major teaching sites
- Movie nights
- Moosehead hockey games
- Wellness contests and prize draws



Resident DIY Floral Bouquet Pop-Up.

The week combined physical activity, creativity, social connection, recognition, and opportunities for residents to step away from the pressures of clinical training.

Wellness That Reaches Beyond the Central Zone

A key priority throughout each year, is ensuring wellness opportunities are not limited to residents training in Halifax. Mardocs continued to support residents at distributed training sites by encouraging local wellness programming and providing dedicated site budgets, through our Distributed Site Committee. Site representatives were encouraged to organize activities that reflected the needs and interests of their resident communities. Examples of distributed-site wellness activities included:

- Coffee and refreshment breaks
- Bowling socials
- Potlucks
- Games, movies, and trivia nights
- Pottery painting
- Local sporting events
- Family-friendly outings such as farm and community experiences

These initiatives reinforced an important principle of the Mardocs wellness strategy: resident wellness should be accessible regardless of training location.

The Distributed Site Advisory Committee continued to provide an important platform for understanding the unique experiences of residents outside Halifax. The committee met quarterly to discuss training-site challenges, share updates, and explore wellness initiatives.

Building Wellness into the Work Week

In addition to special seasonal events, Mardocs continued to provide recurring opportunities for residents to incorporate physical activity and stress management into their routines.

Our weekly Tuesday evening sessions at Halifax Yoga provided residents with an opportunity for movement, relaxation, and stress relief, along with our weekly boot camps at Evolve Fitness, which supported physical activity while also creating an opportunity for residents to connect with peers outside of the clinical environment.

Creating Connection Through Community

Wellness programming also focused on social connection and community-building. Throughout the year, Mardocs supported events that gave residents opportunities to interact outside of their clinical and academic responsibilities Highlights included:

- Resident movie night

Well-Being report continued:

- Games night
- Sports and community events
- Family socials along with site base social events to bring groups together

Supporting Resident-Led Wellness
The Healthy Resident Program (HRP) remained an important component of the Mardocs wellness strategy during 2025–2026. The program supports resident-led wellness initiatives that are not otherwise covered by departmental budgets. Funding for programs helped bring resident cohorts together with wellness events, sports and fitness offerings unique to the program needs, where some programs chose lounge improvements, or healthy call snacks and coffee – all of which was intended to enhance the residency experience

The program supported resident initiatives throughout the year, including a Physical Medicine and Rehabilitation resident retreat and wellness programming at the Sydney Family Medicine site.

Wellness Includes Benefits, Leave and Financial Security
Mardocs continued to recognize that resident wellness extends beyond recreational programming. Throughout the year, Mardocs continued to provide direct assistance to residents navigating their group benefits, disability insurance, sick leaves and assisting residents, by guiding them with additional resources to help get them back to training.

Inclusion, Accessibility and Education
Mardocs continued to incorporate inclusion, accessibility, and education into its wellness approach. In March, Mardocs hosted a virtual presentation on: The Hidden Curriculum & Its Impact on Underrepresented Residents, discussion with Mapfumo Chidzonga.

The session provided an opportunity to explore the hidden curriculum and its impact on underrepresented residents, while also inviting discussion about specific issues, priorities, and areas of focus. We joined forces with PHO's across the country to collaborate on ways we can support residents but also acknowledge the unique roles at play.

Mardocs continued to work with the Dalhousie Office of Professional Affairs to review accessibility considerations related to training, programming and considered more accessible and family-friendly options for future events.

This work recognizes that a meaningful wellness strategy must consider the different experiences, needs, and barriers faced in medicine.

Collaboration and Partnerships
Mardocs continued to explore opportunities to strengthen resident wellness through collaboration with external partners, meeting with representatives from Doctors Nova Scotia for collaborative discussion; focusing on resident wellness pressures, existing support resources, gaps in available supports, long-term initiatives, areas for collaboration, roles and organizational constraints.

Partnership-building creates opportunities to identify shared priorities and strengthen the broader network of supports available to residents across the Maritimes.

Recognizing Residents Who Make a Difference
Recognition remained an important part of the Mardocs wellness strategy.

The annual The Dr. Kitt Turney Award recognizes a resident who makes outstanding contributions to resident well-being through qualities such as supporting peers, role modelling, dedication, approachability and contributions to the residency experience (more on that in the awards section of this Annual Report).

Mardocs also continued its Resident of the Month program, recognizing residents for contributions that support the residency community, including leadership, academic contributions, community involvement, work-life balance, and support for colleagues.

Recognition reinforces that wellness is not only something Mardocs provides—it is also something residents actively create for one another.

The 2025–2026 wellness year reflected a broad and evolving understanding of what it means to support resident physicians.

Through this combined approach, we continued to create opportunities for residents to connect, participate, feel recognized, and access support when they need it.

Ultimately, the goal of resident wellness is not simply to offer more activities, it is to help create a residency environment in which residents feel supported as people, connected to their colleagues and community, and equipped to navigate the demands of residency.

Resident Doctors of Canada

by Leslie Cuthbertson, RDoC CEO

Throughout 2025/26, Resident Doctors of Canada (RDoC) continued to ensure that resident physicians played a meaningful role in shaping postgraduate medical education and the policies affecting their training,well-being, and transition to practice. This work was powered by resident leadership across the country. A total of 127 resident volunteers contributed more than 2,000 hours through advocacy, accreditation, research, educational programming, and participation on national committees and working groups. Their involvement brought resident experience directly into the decisions shaping medical education.

Advancing Resident Health and Fatigue Risk Management

RDoC advanced a national understanding of resident health as a measure of training quality, patient safety, and health-system sustainability. Its Determinants of Resident Health research demonstrated how workload, scheduling, workplace culture, learning environments, and psychological safety directly affect resident well-being.

RDoC also continued to reframe resident fatigue as a predictable and preventable safety risk rather than an unavoidable feature of training or a matter of individual resilience. This work is supporting practical, evidence-informed approaches to fatigue risk management grounded in training design, scheduling practices, workplace culture, and institutional accountability.

Strengthening Anti-Racism in Medical Education

Through sustained advocacy, RDoC contributed to stronger accreditation expectations addressing anti-Indigenous and anti-Black racism as structural issues within residency training. RDoC also continued developing Residents Undoing Racism, a resident-led initiative intended to equip residents to recognize systemic racism, respond to microaggressions, and contribute to safer learning and clinical environments.

Shaping Medical Education and Training Policy

Resident perspectives informed national medical education reforms, including the development of the CanMEDS 2026 Framework and continued improvements to Competence by Design.

Through the CBD Resident Pulse Check, resident feedback helped inform targeted adaptations by the RoyalCollege, with preliminary findings suggesting meaningful improvements in residents' experience of CBD.

RDoC also advocated for fairer and more responsive approaches to certification examinations, accommodations, assessment, and transition to independent practice.

Supporting the Future of Family Medicine

RDoC's work in Family Medicine emphasized that sustainable careers depend on addressing workload, administrative burden, compensation structures, and alignment between training and practice.

By bringing resident perspectives into national discussions, RDoC helped reinforce that practice decisions are shaped not only by preference, but also by the conditions residents encounter in training and within the health system. A new position paper on Family Medicine will be released in Fall 2026.

Strengthening Accreditation and Resident Support

Accreditation remained a major avenue for resident influence. RDoC delivered 15 accreditation workshops to more than 1,200 residents, supported 21 accreditation reviews, and engaged 34 resident accreditation volunteers.

Through Optimal Self, approximately 450 residents received practical, evidence-informed tools to recognize distress, navigate stress, support colleagues, and seek assistance when needed.

Looking Ahead

Together, these accomplishments demonstrate the value of coordinated national resident leadership. RDoC remains committed to championing healthier ways to learn and work and ensuring that resident physicians continue to shape the future of medical education in Canada.

Stay in touch with the national work of RDoC by subscribing to their newsletter and following them on Instagram!

Follow us on social:


Maritime Resident Doctors


@MarResDocs


Maritime_ Resident_Doctors

Awards Report

by Chloe Kowalski

Excellence in Teaching Award

Maritime Resident Doctors excitedly announced our recipient of this year's Excellence in Teaching Award as Dr. Alex Botsford from Radiology. A previous resident, board member, and leader at Mardocs, we were honored to present this award to Dr. Botsford

The Excellence in Teaching Award is presented annually to a staff physician who not only is an incredible team leader, but also exemplifies strong skills in patient care, teaching and personal interactions.

Dr. Botsford is well-suited for this award as he's consistently described by his colleagues as an unmatched teacher and advocate, with a skill for putting patients and residents at ease in times of uncertainty.

In recognition of this award, a donation has kindly been made to the ALS society of New Brunswick and Nova Scotia on behalf of Dr. Botsford.



Mardocs' President Dr. Kathleen MacMillan presenting the Excellence in Teaching Award to Dr. Alex Botsford.



Dr. Emmanual Offori receiving the Dr. Kitt Turney Award for Resident Wellness in Yarmouth

Dr. Kitt Turney Well-Being Award

Maritime Resident Doctors was honored to announce that this year's recipient of the Dr. Kitt Turney Award for Resident Wellness is Dr. Emmanual Ofori from Family Medicine South West Nova.

The Well-Being Award is presented annually in memory of Dr. Kitt Turney, and to honor her life and positive energy she displayed as a resident leader in the Maritimes. She was a former resident at Dalhousie University in the Anesthesia Program from 2013-2018 and sat on the Board of Maritime Resident Doctors where she took on numerous wellness initiatives and represented residents' interest with passion.

The Dr. Kitt Turney Award recognizes a resident who makes an outstanding contribution to resident well-being and exemplifies the following characteristics as they move through residency: Strong team player, respect for peers and patients, dedication, enhances the residency experience for other residents through teaching and support of peers, approachable and a role model for balancing work and personal life.

Dr. Ofori is well-deserving of this award, as he significantly demonstrated the sought-after characteristics as he's consistently he described by colleagues as a dependable and supportive team player with an excellent balance between work and personal life.

Maritime Resident Doctors
Statement of Operations
(General Fund)

For the year ended June 30, 2026
- Unaudited -

MARITIME RESIDENT DOCTORS

New doctors, new ideas

for better health care

	2026 Budget $	**2026 Actual $**	2025 Actual $
REVENUES			
Dues	765,500		754,178
Employee Life and Health Trust Fund administration (Note 10)	60,000	**60,000**	60,000
Resident Trust Fund membership events (Note 10)	40,000	**40,000**	40,000
Resident Trust Fund administration (Note 10)	20,000	**20,000**	20,000
	885,500		874,178
EXPENSES			
Accounting	9,500	**9,500**	9,500
Amortization	2,500	**1,815**	1,436
Bank charges and interest	2,000	**1,253**	1,270
Board - office insurance	4,500	**6,429**	4,466
Board - staff development	18,000	**32,661**	13,744
Board - staff functions	12,000	**8,075**	12,733
Board meetings	2,500	**1,539**	403
Dues, licenses and fees	17,000	**17,531**	15,723
General legal	2,000	**241**	173
Grievances	-	**-**	5,455
Miscellaneous	3,000		3,325
Negotiations	20,000	**-**	63,182
Occupancy	30,000	**25,042**	25,085
Office	32,000		22,058
Publications and promotion	4,000	**1,206**	1,365
Resident Doctors of Canada	126,000	**129,800**	69,547
Salaries and benefits (Note 9)	475,600	**457,942**	443,649
Telephone and internet	8,500	**9,919**	6,145
Travel	16,000	**13,763**	11,875
Well-being and membership events	60,000	**45,404**	41,652
	845,100	**810,794**	752,786
EXCESS OF REVENUES OVER EXPENSES	40,400	**66,693**	121,392

Staff:

Sandi Carew
CEO
sandi@mardocs.ca

Leanne Bryan
Manager, Health & Wellness
leanne@mardocs.ca

Daniel Bonner
Manger, Communications
daniel@mardocs.ca

Cristy Atwood
Financial Coordinator
cristy@mardocs.ca

Verlie Tyson
Administrative Coordinator
verlie@mardocs.ca

Chloe Kowalski
Co-op Summer Student
info@mardocs.ca

MARITIME RESIDENT DOCTORS

New doctors, new ideas

for better health care

Offices

1150-5991 Spring Garden Road
Halifax, NS B3H 1Y6

(p) 902.404.3595
(f) 902.404.3599

www.MaritimeResidentDoctors.ca