



 **Doctors**
Nova Scotia

2023

ANNUAL GENERAL MEETING

SATURDAY, JUNE 10, 2023

ANNUAL REPORT

TO COUNCIL 2022–23

Leadership Message



Dr. Leisha Hawker



Nancy MacCready-Williams



Dr. André Bernard

It has been another busy year for Doctors Nova Scotia (DNS) as preparations for the 2023 contract negotiation process got underway and other association work continued unabated.

As always, our priority is helping physicians thrive personally and professionally by working to connect, advocate on behalf of and serve the profession.

In 2022–23, that meant meeting with groups of physicians from across the province as we prepared for the 2023 contract negotiations. It meant revamping our physician leadership offerings and ramping up the supports we provide to international medical graduates (IMGs), medical learners and new physicians, as well as continuing our advocacy work, providing additional business of medicine resources, and doubling down on our efforts to increase equity, diversity and inclusion (EDI) in the association and the profession at large. And it meant continuing to provide the services you’ve come to depend on us for, including the extended health and dental plan, parental leave and our Professional Support Program (PSP).

Connect the profession

The Doctors Lounge continues to build community among Nova Scotia physicians, with more than 2,000 members. In response to growing calls for support, the association launched a province-wide mentorship program for IMGs. Doctors Nova Scotia continued to refine its leadership training opportunities and supported the growth of the Section of Physician Leaders.

Advocate on behalf of the profession

Preparations for the 2023 contract negotiations kicked into high gear in the fall of 2022. Preparations involved consultations with physicians across the province and resulted in a clear set of priorities to take to the table. After deciding to pursue an interest-based negotiation, DNS, the Department of Health and Wellness, Nova Scotia Health and IWK Health headed to the table in early February. Other advocacy work covered unnecessary physician administrative burden, physician retention and recruitment, and discussions about scopes of practice.





Serve the profession

In addition to ongoing programming such as the association's comprehensive extended health and dental plan, DNS has provided a range of member benefits designed to help members thrive in their practice and in their personal lives, including refreshing Business of Medicine resources and enhancing the PSP. We also produced a variety of EDI resources for physicians.

The effects of the COVID-19 pandemic continue to reverberate in our health-care system. More than three years since the pandemic began, Nova Scotia physicians continue to be the backbone of our health-care system. We recognize the hard work and the sacrifices you have made to help keep Nova Scotians healthy.

At DNS, we believe that cultivating a strong, vibrant, connected physician workforce is the key to building a high-functioning health-care system. Read more about our work to achieve that goal over the last year in the following pages.

Dr. Leisha Hawker
President

Nancy MacCreedy-Williams
CEO

Dr. André Bernard
Chair

Doctors Nova Scotia

2022-23

Board of Directors

Eighteen physicians, one medical resident and one medical student serve as Doctors Nova Scotia's Board of Directors. The Board provides the association with its overall strategic direction. The Board is a diverse representation of general practitioners and specialists practising throughout the province. The majority of Board members are elected through a member-wide election; three members are appointed to help ensure optimal member representation.

EXECUTIVE

Dr. Leisha Hawker, *President*
Dr. Heather Johnson, *Past-president*
Dr. Colin Audain, *President-elect*
Dr. André Bernard, *Chair of the Board*
Dr. Gerard MacDonald, *Audit Committee chair*

FAMILY PHYSICIANS IN HALIFAX REGIONAL MUNICIPALITY

Dr. Lynn Bussey
Dr. Cindy Marshall

FAMILY PHYSICIANS OUTSIDE HALIFAX REGIONAL MUNICIPALITY

Dr. Patty Menard (*regional representative*)
Dr. Amanda MacDonald
Dr. Mike MacDonald

SPECIALISTS IN HALIFAX REGIONAL MUNICIPALITY

Dr. Andrea Lantz Powers
Dr. Kelly Dakin-Hache
Dr. Chadwick Williams (*regional representative*)
Dr. Shelly McNeil

SPECIALISTS OUTSIDE HALIFAX REGIONAL MUNICIPALITY

Dr. Chakshu Sharma (*regional representative*)
Dr. Islam Eissa
Dr. Lucas Richardson

SECTION FORUM CHAIR

Dr. Jason Williams

MARITIME RESIDENT DOCTORS REPRESENTATIVE

Dr. Courtney Gullickson

DALHOUSIE MEDICAL STUDENT SOCIETY REPRESENTATIVE

Chloé Blackman

CANADIAN MEDICAL ASSOCIATION REPRESENTATIVE

Dr. Gerard MacDonald



Professional Support Program

Connecting you to wellness



Support is just a phone call away.
902-468-8215 | 1-855-275-8215



We've been connecting health-care professionals to wellness for over 20 years.

The Professional Support Program coordinators are physicians with extensive experience working with professionals who are facing challenges. A network of trusted providers throughout Nova Scotia is ready to assist each member with their specific issue.

For more information, contact:

Professional Support Program

902-468-8215 | 1-855-275-8215 (toll-free)

professionalsupport@doctorsns.com

All calls are confidential and will be returned within two business days.



Financial Report (Sep. 1, 2021, to Aug. 31, 2022)



Dr. Gerard MacDonald,
Audit Committee chair

THE AUDIT COMMITTEE OVERSEES the accuracy of Doctors Nova Scotia's (DNS) financial statements by reviewing the effectiveness of accounting policies, internal controls and risk-management practices.

The financial statements for the year ending Aug. 31, 2022, were audited by KPMG in accordance with generally accepted Canadian accounting principles for non-profit organizations. No errors or omissions were reported, and the financial statements were approved by the Audit Committee and the Board of Directors.

The unrestricted operating fund has a balance of \$3,209,416 (\$3,351,417 on Aug. 31, 2021). The operating fund reported a deficit of \$34,348 against a budgeted surplus of \$223,872 for a negative variance of \$258,220. This negative variance was solely the result of investment performance; both revenues and expenses exceeded budget by a significant margin. More specifically, the negative budget variance was made up of the following components:

- \$174,000 surplus from revenues – higher than budgeted membership dues; new sponsorship and advertising contracts signed
- \$347,000 surplus from expenses – lower travel, conference and honoraria costs due to COVID-19 restrictions and virtual meetings; lower than budgeted credit card fees, advertising and promo spending

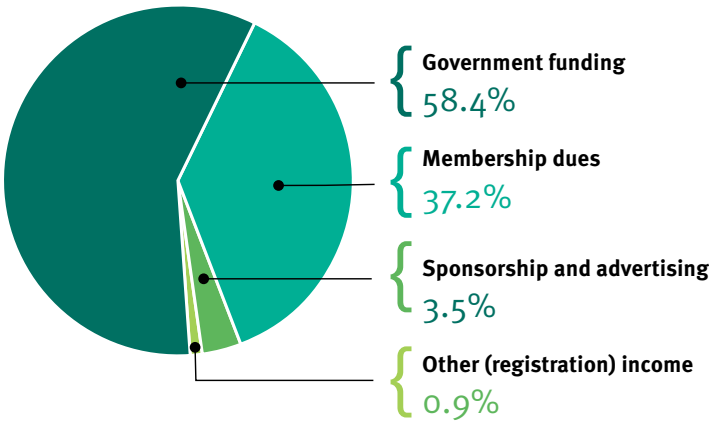
• \$(741,000) deficit from investments – low market valuation at year end offset gains reports in 2021
The association invested \$354,259 in capital assets (\$141,353 in 2021). This included capital repairs to the building, including a new HVAC system, scheduled computer hardware replacements and software upgrades, furniture and fixture replacements, and ongoing work toward an enterprise resource system replacement.

In accordance with the current Master Agreement with the Department of Health and Wellness, DNS received \$8.296 million in funding toward the cost of member benefits programs (\$7.907 million in 2021). This funding was distributed to the various benefit programs as follows:

- \$5,229,700 – health and dental (65% of total plan costs; 35% paid by plan members)
- \$1,509,000 – parental leave
- \$ 59,500 – professional support
- \$1,198,000 – targeted projects
- \$300,000 – benefits administration

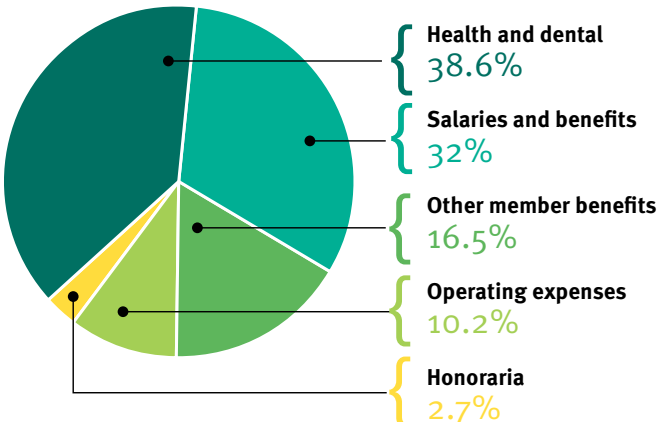
Overall, the association maintains a healthy financial position and continues to perform well against targets set annually.

Summary of funding revenues



Government funding	\$8,296,210
Membership dues	\$5,289,535
Other (registration) income	\$125,020
Sponsorship and advertising	\$502,948

Summary of expenses



Health and dental	\$5,229,691
Salaries and benefits	\$4,333,199
Other member benefits	\$2,236,734
Operating expenses	\$1,385,302
Honoraria	\$371,026



2022–23 Achievements

Doctors Nova Scotia (DNS) supports physicians from across Nova Scotia, who have shown resolve amid a challenging health-care environment. Here are some of the association's achievements from the last year.

SUPPORTING PHYSICIANS

Doctors Nova Scotia continues to provide programs and initiatives that help members connect with one another, relieve stress and manage burnout. To better serve members, the association has boosted its Professional Support Program by expanding the cohort of counsellors. In addition, the association supports physician-led programs, like Thrive MD and virtual Balint groups, which bring doctors together to support one another.

PREPARING FOR NEGOTIATIONS

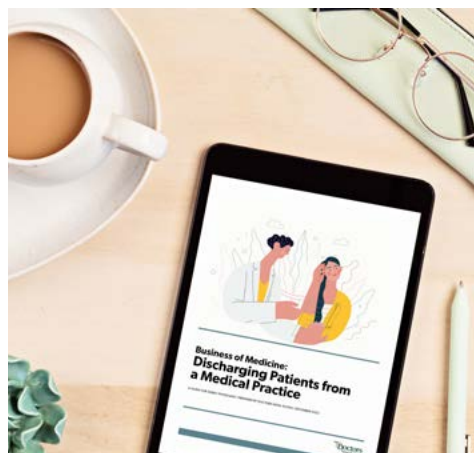
Doctors Nova Scotia laid a strong foundation for negotiating a new Master Agreement and Clinical/Academic Funding Plan (C/AFP) Agreement by conducting extensive member consultation and a comprehensive environmental scan, the results of which were collated into two reports published on the DNS website. The association then successfully advocated for an interest-based negotiations process. Negotiations are in progress.

EQUITY, DIVERSITY AND INCLUSION



Doctors Nova Scotia remains invested in promoting equity, diversity and inclusion (EDI) within its own policies and procedures, and in the support provided to equity-deserving physicians. The association has updated its EDI framework and workplan, which included priorities to address the social determinants of health, anti-racism and gender equity. In addition, DNS has created more resources to assist physicians in adopting EDI into their own practices, including an EDI toolkit, safe space poster and guide on de-escalating discrimination and bigotry from patients. In collaboration with physicians, the association has also launched the McCarthy/Stewart International Medical Graduate Grant, an annual fund to support IMG physicians who are new to Nova Scotia.

ENHANCING PRACTICE SUPPORT AND EDUCATION



To enhance physician education and confidence around billing, DNS has been hosting family medicine billing seminars for fee-for-service and alternative payment plan physicians – with webinar recordings available to watch on demand. The association has also hosted webinars on retirement planning and online specialist consults. In addition, it has published guides on closing a medical practice, discharging patients, protecting personal health information in electronic form and physicians' role in protecting their patients' personal health information.

GRASSROOTS COMMUNITY OUTREACH

Doctors Nova Scotia's Physician Advisory Team continues to provide support and guidance to help physicians resolve challenges and manage their practices, including help with onboarding, succession and retirement planning, contract review and remuneration guidance, and conflict resolution. Physician advisors also support provincial recruitment and retention efforts by connecting with medical learners and new physicians; continuing to foster relationships with local community navigators; successfully advocating for regular meetings with the NSH recruitment team and participating in the new Welcome Collaborative, a multistakeholder onboarding initiative for IMGs hosted by the College of Physicians and Surgeons. Physician advisors have also been involved in a review of clinical assistants in Nova Scotia and with the implementation of physician assistants in Nova Scotia.

LEADERSHIP TRAINING

Doctors Nova Scotia has refreshed its approach to leadership training, with Physician Leadership Institute courses now tailored to assist physicians over the full course of their leadership journey. Participating physicians can then move on to the intensive Physician Leadership Development Program, which graduated its fifth cohort in April 2023. In addition, the Section of Physician Leaders, supported by DNS, continues to provide opportunities for physicians to build their leadership skills.

FOSTERING CONNECTION

The Doctors Lounge continues to build community among Nova Scotia physicians. More than 2,000 members have registered on the online platform, helping members connect and share news, ideas and locum opportunities. On the mentorship front, DNS launched a province-wide mentorship program to support international medical graduates (IMGs).

MEDIA COVERAGE



From April 1, 2022 to March 31, 2023, DNS staff managed 250 media requests, connecting physician spokespeople, subject matter experts and DNS staff with journalists from local, provincial and national media outlets. News stories during this period focused on unattached patients/primary care access, e-health, and physician recruitment and retention. In addition, staff provided background information and context for numerous opinion articles.

CONTINUED ADVOCACY

Doctors Nova Scotia continues to collaborate with health-system stakeholders, including the Department of Health and Wellness, IWK Health, Nova Scotia Health and other government departments, in the service of improving physicians' professional lives. This has included progress on reducing unnecessary administrative burden and increasing physician recruitment incentives. Doctors Nova Scotia continues to strive toward its goal of stabilizing primary care in Nova Scotia.

STRATEGIC PLAN PROGRESS REPORT

STRATEGIC PRIORITY 1: Connect the profession

Commitment	Actions
Connecting physicians with each other	<ul style="list-style-type: none"> • Provided ongoing support to Doctors Nova Scotia (DNS) members in each health zone via DNS physician advisors, who ensured members were connected to one another, monitored their needs and responded as appropriate. • Implemented a physician mentorship program to support international medical graduates (IMGs) on defined licences. Used feedback to realign the program to better meet the needs of IMGs, including enhancing group mentorship with the guidance of Dr. Emmanuel Ajuwon. • Implemented the Doctors Lounge, a new online member discussion forum. A fulsome evaluation is taking place to inform the future direction of the platform.
Connecting physicians with DNS	<ul style="list-style-type: none"> • Initiated the development of a new member engagement strategy, which will define member engagement for the association, outline engagement strategies and measure success. • Continued to provide important COVID-19 updates through webinars and various communication channels, helping physicians stay up to date on the latest COVID-19 information as they continued to provide care throughout the pandemic. • Continued to build and enhance relationships with physicians in each zone through the Physician Advisory Team. • Increased outreach of the Professional Support Program (PSP) by focusing on up-stream interventions, adding access to the Canadian Medical Association (CMA) Wellness Support Line, increasing the complement of PSP counsellors, and connecting physicians with expedited psychological services. • Hosted dinners for varying cohorts of physician members, including learners, IMGs, residents and many others across the province.

STRATEGIC PRIORITY 1: Connect the profession, cont.

Commitment	Actions
Connecting physicians with the system	<ul style="list-style-type: none"> • Continued to support the onboarding of new physicians to the province in collaboration with Nova Scotia Health and their recruitment team, and the new Office of Health-care Professionals Recruitment. • Leveraged funding from the CMA and worked with stakeholders to develop an approach to enhance leadership opportunities for medical learners through Dalhousie Medical School elective curriculum. • Continued to support the development of physician leaders through various program and educational offerings and by supporting the Section of Physician Leaders. • Continued to implement the physician wellness strategy, “Restoring the Joy in the Practice of Medicine.” Provided enhanced supports for the PSP, including adding expedited access to psychology services. Continued to support the Fountain of Health with specific attention to their work supporting the health and wellness of physicians. • Launched the McCarthy/Stewart International Medical Graduate Grant, which provides a one-time grant of \$10,000 to each of 10 successful IMG applicants each year. • Continued to build on the association’s relationship with provincial and national physician assistant associations to support the advancement of physician assistants in Nova Scotia. • Participated on the Pharmacy Association of Nova Scotia’s advisory committee to represent physicians’ interests regarding tariff implementation. • Committed to ongoing advocacy and focus on the Memorandum of Understanding in the Master Agreement, which commits the health-care system to engage DNS and its members on decisions that affect physicians.

STRATEGIC PRIORITY 2: Advocate for the profession

Commitment	Actions
<p>Help make positive changes in population health and health-care policy through collaboration with the provincial government, Nova Scotia Health and IWK Health.</p>	<ul style="list-style-type: none"> • Continued to enhance relationships with e-health decision-makers at the Department of Health and Wellness (DHW) and Nova Scotia Health (NSH) to influence e-health direction and establish governance models that will support enhanced physician engagement. • Through involvement in provincial One Person, One Record (OPOR) committee(s), continued to ensure physician engagement is prioritized throughout the OPOR initiative. While DNS was not involved in the vendor selection process for OPOR, the association is pleased the government is moving the project forward. • Continued to advocate for changing practice models in response to community needs and physicians' interests. • Supported the charitable arm of DNS, the Healthy Tomorrow Foundation, in launching a third iteration of a provincial social marketing campaign designed to encourage Nova Scotians to interrupt sedentary behaviour and take steps toward a healthier life by implementing short bouts of unstructured movement into their daily life. In-kind supports from DNS continue; enhanced communications updated members about the work of the foundation. • Began implementing the association's approach to social determinants of health. • Developed a new position on the privatization of health care in Nova Scotia. Doctors Nova Scotia firmly believes in a publicly funded health-care system that best reflects the values and needs of Nova Scotians. • Developed a new position on harm reduction, which includes addressing stigma and bias against people who use drugs and harm reduction care and supporting physicians to practise harm reduction in substance use health. The position includes a list of resources for physicians to learn about harm reduction.
<p>Government relations</p>	<ul style="list-style-type: none"> • Focused on building relationships with both political and non-political key decision-makers in the health system, with specific attention on government and physician services to support an interest-based approach to negotiations. • Continued to strive to secure the investments and initiatives committed by the Progressive Conservative government. Doctors Nova Scotia has done significant work investigating possible parameters for and opportunities of a physician retirement fund. The association continues to meet with DHW Physician Services to help advance this work. • Explored opportunities to inform government's action on investing in family physician compensation. • Held frank discussion with members of the Health Leadership Council about the prevalence of, and need to reverse, an anti-physician culture within their organizations, and the importance of cascading a new tone from the top.

STRATEGIC PRIORITY 2: Advocate for the profession, cont.

Commitment	Actions
Pursue fair compensation for physicians by negotiating provincial and local agreements and advocating for members' economic interests.	<ul style="list-style-type: none"> • Continued to implement the contracts negotiated in 2019, with a focus on launching the blended capitation payment model pilot, advancing a new APP contracting framework and an improved billing audit process, and activating the MOU reaffirming DNS's role as sole bargaining agent for physicians in Nova Scotia. • Continued to advocate for compensation models to support the appropriate use of synchronous and asynchronous virtual care modalities. Participated on a national Virtual Care PTMA Committee that shares progress and best practices across the country. Continued to interact with the CMA, Canada Health Infoway and other organizations that are focused on expanding the use of virtual care for the benefit of patients. • Continue to work closely with DHW and with APP family physicians to put in place an APP accountability framework that better captures and recognizes the important services provided by family physicians, including the work not able to be captured in shadow billings today. The association's Physician Advisory Team is working closely with APP family physicians to ensure the association understands and can mitigate many of their shadow-billing limitations. • Continued to work with the Section of Clinical Assistants to support their advocacy for improvements to working conditions and compensation, where indicated by the review completed in 2021–22. • Began interest-based negotiations with the DHW. Doctors Nova Scotia conducted extensive member outreach before negotiations began, including a member survey, targeted group meetings, 15 meetings with physicians in academic departments in Halifax and a series of meetings in communities across the province. • Continued to advocate and work toward reducing administrative burden for physicians through the work of the Office of Regulatory Affairs and Service Effectiveness. Initially the Office identified 15 new initiatives and processes to improve; however, this number has grown significantly as the work continues to gain momentum in the province. Improved the Employment Support Income Assistance (ESIA) Medical Assessment Form to make it easier to complete and faster to process and worked with IWK Health on improvements to the Maternal Serum Test Forms, which were identified by physicians as duplicative. We were also able to negotiate an increased rate of pay for completion of the ESIA form. • Continued to support members in fee applications and billing audits, including work to improve the billing audit process and to institute the "first audit is educational only" provision from the 2019 Master Agreement. In addition, the backlog of audit appeal cases in the queue has been largely cleared thanks to a concerted effort between DNS and DHW this year. • Continued to work with the Office of Recruitment to support better coordination of efforts supporting recruitment and onboarding of new physicians to the province, collaborating with all stakeholders involved in recruitment, including NSH and their recruitment team, ISANS, community groups, physician leaders, DHW, Dalhousie and so on. • Worked with the College of Physician and Surgeons of Nova Scotia to develop and deliver the "Welcome to Medicine Collaborative" onboarding program for new-to-Nova Scotia physicians.

STRATEGIC PRIORITY 2: Advocate for the profession, cont.

Commitment	Actions
Enhance the reputation of physicians and of DNS as their professional association	<ul style="list-style-type: none"> • The association's Physician Advisory Team has established and continues to nurture relationships with NSH recruiters. The focus this year has been to meet regularly with the new Office of Healthcare Professionals Recruitment and to establish regular recruiting and onboarding touch points with all relevant stakeholders (NSH, Office of Healthcare Professionals Recruitment, Department of Immigration, DHW and so on). • Developed and implemented public relations and digital marketing strategy to enhance trust and confidence in Nova Scotia's doctors, and measured effectiveness of these strategies. • Developed and implemented strategic a media relations plan that resulted in hundreds of media interviews featuring the DNS President, physician subject matter experts and leaders speaking on issues including physician recruitment and retention, COVID-19, patient access, systemic racism in health care, virtual care, wait times, mental health, influenza, scopes of practice and more. • Launched a social media campaign for Doctors Day. The theme was "Your Care is Our Calling." Doctors Nova Scotia collected more than 600 of messages of gratitude from Nova Scotians and shared those directly with physicians through a targeted email and posted mail campaign. Launched a media advertising campaign to support the digital campaign (billboards and transit ads).

STRATEGIC PRIORITY 3: Serve the profession

Commitment	Actions
Provide practice supports to help physicians with the business side of practising medicine.	<ul style="list-style-type: none"> • Supported physicians through various issues and conflicts impacting their ability to practise effectively, including support with contract matters, help navigating system processes and securing decisions, support with billing and audit appeals, support with retirement planning and the orientation of new physicians. • Provided practice supports to help individual and groups of physicians with the business side of practising medicine, as well as individual member benefits to help physicians achieve a happy, healthy and productive lifestyle. Delivered billing education seminars and posted recordings to the DNS website for on-demand viewing. Developed how-to guides on topics including how to close a practice and shared those guides with members. • Provided enhanced e-health, privacy and security support to physicians through the association's E-health Committee, strategic e-health support and an e-health advisor. • Refreshed the "E-health Privacy and Security Guide" to offer at-a-glance resources to help physicians understand privacy legislation and prevent or respond to privacy breaches and cyberattacks in their practices.

OPERATIONAL

Commitment	Actions
Ensure financial sustainability	<ul style="list-style-type: none"> Continued ongoing work to modernize DNS's enterprise resource systems, including its membership database, finance and accounting systems, and their integration with each other and the website.
Information systems	<ul style="list-style-type: none"> Continued to support office staff with working in a hybrid model that balances working from home and working in the office.
Communications	<ul style="list-style-type: none"> Developed and implemented member communications strategy including magazine, direct email, e-newsletter, regular COVID-19 updates, webinar series, public/member awareness and education campaigns, FAQs, one-pagers, quick resource guides, etc.
Benefits and services	<ul style="list-style-type: none"> Administered the following member benefits: extended health & dental plan, Professional Support Program, Physician Navigator Program, and Parental Leave Program
Equity, diversity and inclusion	<ul style="list-style-type: none"> Refreshed DNS's Equity, Diversity and Inclusion (EDI) Framework to ensure DNS considers EDI in its governance framework and the work of the association, including supports, advocacy and opportunities for greater connection. Staff members, the Board of Directors, and other committees and sections continue to receive education. Education opportunities have been, and will continue to be, offered to the broader membership. An action plan was developed for the Board of Directors to support understanding and clarity of roles, as well as change and growth. Resources for physicians to use in their practices and personal professional development were shared with members, including a two-page guide summarizing the key ideas and priorities in the association's 32-page "Framework on Equity, Diversity and Inclusion," a "Safe Space" poster to help physicians take a stand against bigotry and discrimination and set the tone for respectful interactions between patients, providers and clinic staff, and a guide called "Managing and De-escalating Discrimination and Bigotry from Patients." Applied EDI lens to hiring practices and prioritized EDI in 2022–23 recruitment for new staff positions. To ensure our Board of Directors and standing committees reflect the diversity of our membership, the Governance Committee implemented a new Board and Committee Diversity Policy, guidelines, and a skills and attributes matrix, which were used for Board and committee member selection in 2023.
Risk management	<ul style="list-style-type: none"> Developed a new Risk Oversight Policy and Risk Management Framework to formally monitor, respond to and evaluate organizational risk.
Atlantic register	<ul style="list-style-type: none"> Worked with Atlantic Provincial/Territorial Medical Associations and professional colleges to develop an approach to Atlantic licensure. A pilot project will launch in 2023 and will be evaluated after one year.



SAVE THE DATE!

Join us for a fun day of fresh air, fun, and connecting with colleagues on and off the course.

The Golfing with Buds golf tournament will see members of all ages and abilities tackling 18 holes of golf on the links at Oakfield Golf and Country Club in Enfield, N.S.

Join us on Thursday, Sept. 21.
The first tee time is at 12:30 p.m.
Dinner will follow.

Register here: tinyurl.com/GolfingWithBuds



OAKFIELD GOLF AND COUNTRY CLUB
ENFIELD, N.S.

THURSDAY, SEPT. 21, 12:30 P.M.

 **Doctors**
Nova Scotia

In Memoriam Dec. 21, 2021 – April 11, 2023

Dr. John Abdul Sattar Ramessar (69)
on Dec. 21, 2021, in Hammonds Plains, N.S.

Dr. A. Emerson Dunphy (99)
on April 9, 2022, in Antigonish, N.S.

Dr. Donald C. Brown (89)
on May 18, 2022, in Dartmouth

Dr. William Stuart Huestis (89)
on May 23, 2022, in Kentville, N.S.

Dr. James V. O'Brien (86)
on June 7, 2022, in Baddeck, N.S.

Dr. David G. Wills (87)
on June 14, 2022, in Halifax

Dr John H. Quigley (97)
on June 25, 2022, in Halifax

Dr. Young Chun (87)
on July 7, 2022, in Yarmouth, N.S.

Dr. Rusi J. Buhariwalla (94)
on Aug. 20, 2022, in Sydney, N.S.

Dr. Lorne A. Marsh (72)
on Sept. 2, 2022, in Halifax

Dr. Shabtai Affias (83)
on Sept. 24, 2022, in Ottawa, Ont.

Dr. Edison B. Skinner (88)
on Sept. 28, 2022, in Bayview, N.S.

Dr. Peter Jackson (85)
on Oct. 22, 2022, in East Bay, N.S.

Dr. Sarban Singh (69)
on Oct. 23, 2022, in Bedford, N.S.

Dr. Ivan Alban DeCoutere (90)
on Oct. 25, 2022, in Dartmouth

Dr. Lionel J. d'Entremont (74)
on Nov. 15, 2022, in Saulnierville, N.S.

Dr. Everett A. Smith (92)
on Dec. 29, 2022, in Musquodoboit
Harbour, N.S.

Dr. Leo Wisniowski (57)
on Jan. 7, 2023, in Hammonds Plains, N.S.

Dr. Charles E. Taylar (88)
on Jan. 10, 2023, in Halifax

Dr. James A. Cameron (85)
on Feb. 18, 2023, in Dartmouth





2023

ANNUAL

CONFERENCE
