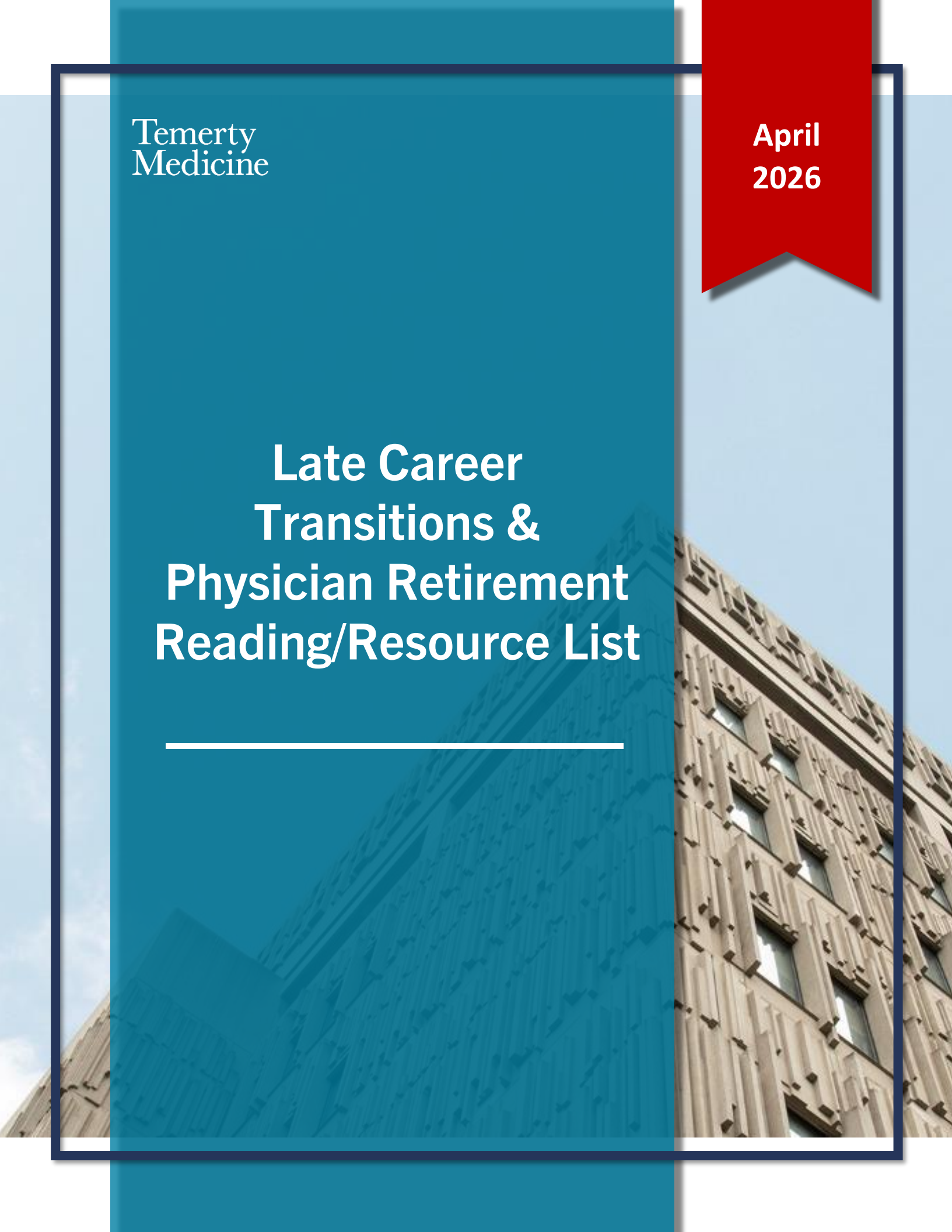
Temerty Medicine

April 2026

Late Career Transitions & Physician Retirement Reading/Resource List



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PREAMBLE

This document was prepared by a committee in the Temerty Faculty of Medicine (TFOM) – the Late Career Transitions and Retirement Planning Group – that was formed in May 2024. Our planning group includes representatives from both large and small departments in the TFOM. This initiative is funded by the TFOM and overseen by the Clinical Chairs Committee, the Wellness Program for Physicians, the Centre for Faculty Development (CFD), and Continuing Professional Development (CPD).

Our mandate is to empower, educate, and assist physicians regarding late career transitions, retirement, and beyond in the TFOM. We are also here to support Hospital Chiefs and University Department Chairs with developing and providing guidelines and support for physicians.

This reading list and other resources document is organized by medical specialty. We have also added articles on special topics including gender and competency issues and general issues for all physicians. We have recommended books of interest, podcasts, travel vloggers, websites, and added checklists and requirements for closing your clinical practice.

This document will be updated twice a year. We invite interested faculty to send us relevant articles, books, websites, podcast links, and travel vlog suggestions to Dr. Ivan Silver (ivan.silver@camh.ca).

We have organized a Community of Practice for late career physicians and other interested physicians to provide collegial opportunities for you to meet online to support your decision-making and plans for transitioning to retirement and to navigate this important phase of your career. For the academic year 2025-2026, we will host five online sessions starting in October 2025 and ending in May 2026. Stay tuned for further information regarding the specific dates.

We are writing a guidebook for physicians in the TFOM that will include enablers and barriers for transitioning and retirement, wellness and competence issues, a discussion of retirement and its impact on identity, what you can and cannot continue to do without a medical license, practical steps on closing your practice and recommendations for career, activities and wellness options in retirement. We also hope to provide a compendium of terminology used at U of T and in the Academic Hospitals with definitions, roles and responsibilities including part-time practice, courtesy staff, emeritus privileges, etc.

Please provide feedback on this document by writing Dr. Ivan Silver (ivan.silver@camh.ca).

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JOURNAL ARTICLES

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DEPARTMENTAL & HOSPITAL SUPPORT DOCUMENTS FOR LATE CAREER TRANSITIONING

UNIVERSITY HEALTH NETWORK

UHN Physician Late Career Guidelines

Updated January 30, 2025 (addition of information about the HOOPP for physicians; addition of podcast resources; addition of CPSO resignation information)

Vision:
UHN's physicians will feel valued, professionally fulfilled, and competent in their contributions to the clinical, academic, and research mission of UHN at all stages of their careers, and feel professionally, personally, and financially prepared for transitions in their work from late career through to retirement from clinical practice at UHN.

Goals:

1. Provide guidance to UHN's physician leaders in support of UHN's physicians in their transition from late career through to retirement.
2. Provide options for physicians to consider as they move through late career toward retirement. We aim to accomplish this through encouraging meaningful and flexible opportunities for continued contribution to the work of UHN, and opportunities for gradual changes in practice that are beneficial and agreeable to the individual physician, their Department and Program, and UHN; while upholding UHN's values of safety, compassion, teamwork, integrity, and stewardship, and ensuring the needs of patients come first.

Planning Ahead - Suggestions for Heads of Programs, Departments, Divisions

- All conversations should take place with the utmost sensitivity and respect, recognizing the importance of work to self-identity, and explicitly recognizing the contributions of the individual
- Ideally, conversations about a physician's career plan, ambitions, and expectations are included in every physician's annual review prior to reappointment, during which each physician's plan and goals for the next 3-5 years are discussed, including consideration of any barriers and facilitators anticipated in fulfilling this plan or reaching these goals, and how the leader can assist with aspects within the control of the leader
- We encourage supportive discussions regarding work-life balance, health maintenance (physical and mental), and outside interests (demonstrating there is life outside of and after medicine and surgery), throughout the career span
- Identify and manage possible deterioration of physical and cognitive abilities at all stages of a physician's career, and consider what supports and/or adjustments to duties may be required
- We encourage conversations about plans for late career transitions and eventual retirement to start mid-career, by age 60 at the latest, during the annual reappointment meeting/review, in order to ensure physicians are prepared for changes they may wish to make, and for the Program, Department and/or Division to effectively plan for transitions in human resources, reducing the possibility of sudden loss of services
- Consider UHN/Program/Department/Division needs, and individual goals and plans of physicians; find alignment where possible
- Consider how resource allocation may change based on the strategic direction of UHN, Departments, Programs, and Divisions, and provide notice of changes as early as possible

- Consider options the Program/Department/Division may offer to physicians who are transitioning in late career toward eventual retirement (roles, reduction in clinical and on-call hours and/or protected time for academic and leadership responsibilities, office space, access to email job sharing, administrative) and how these contributions will be defined, evaluated for alignment with program needs, and reviewed annually; consider implications for Practice Plans and workload
- Any agreements regarding changes in practice should be in writing
- Consider engaging recently retired and late career physicians for a peer discussion group that is participant-led, focusing on planning for late career/retirement, speakers on relevant subjects (financial planning, how to maintain meaning and purpose, staying relevant, maintaining good health), or take advantage of third-party offerings (U of T, OMA, CMPA, MD Management, etc.); within Department/Division, or across Department/Division
- Consider engaging late career physicians for a Mentorship/Allyship support position for physicians involved in serious safety events; who have experienced suboptimal patient outcomes; who wish to receive career guidance; who require accommodation; who are interested in University promotion; who require support for conflict resolution, etc.

Planning Ahead- Suggestions for Individual Physicians

- Throughout the stages of a physician's career, physicians will benefit from routine engagement in honest self-reflection of their health; practice performance and competence; ability to adapt to changing models of care, technology, and therapeutic advancements; and, ability to provide safe, quality care to patients
- Consider that adequate late career and retirement planning will serve to enhance well-being and control over one's career
- Engage in interests outside of medicine and surgery, throughout career, and find belonging in social groups outside of the hospital
- Recognize that allocation of hospital resources must remain in alignment with the strategic direction of the hospital and program/department/division, and the needs of patients, and thus access to resources may change over time

- Financial planning:

  Important at all stages of a physician's career
  - Consult with a financial advisor, accountant or lawyer to create a viable financial plan and better prepare for late career transitions and eventual retirement
  - Ensure your savings will be sufficient to meet your expenses, along with Canada Pension Plan (CPP) benefits and Old Age Security (OAS) benefits, if applicable
  - Consider joining HOOPP (Healthcare of Ontario Pension Plan), if you practice as a Medical Professional Corporation (MPC) (this pension plan is open to incorporated physicians as of January 2025)
  - Consider contributing to a private registered pension plan for physicians throughout career
  - Create a personal Will (and Corporate Will if applicable) to communicate your wishes for your estate and communicate same to your executor and beneficiaries

- Consider insurance – life, disability, critical illness
- Consider options for an "encore career", that will use your skills and experience while maintaining meaning and connection, and perhaps income

- Non-Financial planning:
  - Plan for your ideal personal life – what do you hope late career and retirement will look like for you on a personal level? Consider lifestyle, health, family, housing, personal interests, social engagement, community involvement, travel, support of loved ones
  - Consider how you will emotionally manage the transition to retirement, considering, for example, possible loss of self-identity. Support available through the Physician Health Program.
  - Appoint an attorney for personal care through power of attorney and communicate your wishes to the person appointed
  - Tool for reflection: "My plan for transitioning to retirement"

Fee Reduction

- CMPA fees – fees can be significantly lower when a physician's practice changes scope; for example, while 2024 CMPA fees for General Surgery are $16,368.00 in Ontario, "Assistance at surgery" fees are reduced to $2,904.00.
- CPSO fees – 2024 annual fee is $1725.00; physicians can apply for a fee reduction based on reduced clinical activities related to health or unexpected life events; reduced to $0 when resign from membership and have ceased all clinical practice activities.
- OMA – dues are not mandatory for retired physicians
- RCPSC – fees are waived for Retired Fellows (retired from all medical or health-related professional activities, no longer carry a license from a medical regulatory authority, and not in part-time practice or reduced-scope practice, such as surgical assisting or teaching); fee reductions for those with reduced net professional income (up to $115,000/year)
- CFPC – special fee consideration (reduction) for active members who are working fewer than 20 hours/week; non-practising members (no longer actively engaged in providing medical care to patients, nor actively involved in any other medical or medically-related field or endeavor) do not pay annual fees

Emeritus/Emerita Designations

"Professor Emeritus/Emerita" at University of Toronto – Those who retire with the academic rank of full professor or associate professor may request the honorary title of Professor Emeritus/Emerita via the University's process; associate professors may be eligible if they are deemed to have made a substantial contribution to the University. Emeritus/Emerita status includes retention of library access, tuition waivers for self and dependents, scholarships for dependents, access to the Senior College, institutional email, and computer access. The approval process may be lengthy (over six months).

"Retired Fellow" status at Royal College of Physicians and Surgeons of Canada - If you have relinquished your medical licence, or are about to, may submit a Confirmation of Retired Status form to the Royal College. As a retired Fellow, you retain the use of your designation and remain a member of the Royal College.

Actions to Retire

UHN requirements:

1. Review the UHN Physician Departure policy to understand the requirements of UHN
2. Follow the UHN Physician Departure Checklist
3. Consult with UHN's People & Culture physician representatives, Dharsha Quintero or Bhavya Iyengar, to understand financial and other obligations regarding your staff

University of Toronto:

1. Discuss your retirement plan with applicable University of Toronto Division Director and Department Chair

CPSO, OMA, CMPA, HealthForceOntario, RCPSC, CFPC:

1. Review the CPSO policy Closing a Medical Practice and accompanying Advice to the Profession: Closing a Medical Practice.
2. Formally resign from CPSO membership via the Member Portal.
3. Review the OMA guides Closing your Practice and Closing your practice due to retirement? FAQ
4. Review CMPA guide Closing or leaving a practice: Tips for physicians
5. Review HealthForceOntario guide Transition Out of Practice: A Guide for Physicians
6. Advise RCPSC of your intention to retire RCPSC Confirmation of Retired Status form

Additional Resources - Perspectives on Planning for Retirement and the Retirement Experience

- Late Career Transitions & Physician Retirement Reading/Resource List, Temerty Faculty of Medicine.
- "Retirement and Its Discontents: Why we won't stop working, Even if we Can" by Michelle Panor Silver, Chair of U of T's Department of Health and Society Publisher Retail links
- Sight set on retirement (Dr. Graham Trope, UHN)
- Preparing for Retirement (Dr. Liesly Lee, U of T)
- A Personal Perspective on the 'Big R'- Retirement (Professor Emerita Anne Kenshole, U of T)
- Retirement: Highlights of a new sunset (Professor Emeritus George Fantus, U of T)
- Looking Back: A Retirement Interview Series (UBC)
- Physician Retirement: How to know when it's time (Dr. Heidi Moawad)
- Lost in Transition? Thoughts on Retirement, Part 2. "Should I Stay or Should I Go Now?" (Commentary, The Oncologist)
- Reinvention or Being Carried Out in a Box: Non-Financial Aspects of Physician Retirement (Handout, Presentation at AGM of the Society of Teachers of Family Medicine)
- Retirement Readiness Tool (Doctors Manitoba)
- Podcast episodes:
    - "What Comes Next? A Physician's Retirement Story - with Dr. Bob Rosen", *Doctors Eyes Only,* ep. 11, June 30, 2021, 37 minutes.
        - As a physician, the thought of retirement can be anxiety-inducing. You are used to working endless hours in your practice and then all that stops – what comes next? In this episode, Lauren Oschman and Kameron Helmuth are joined by

retired emergency medicine physician, Dr. Bob Rosen, as they discuss Bob's journey into retirement.

- "Working Less is Worth Every Penny", *Optimal Finance Daily*, ep. 2047, September 29, 2022, 13 minutes.
    - Episode 2047: Working Less is Worth Every Penny by Leif of Physician on Fire - Leif is a former anesthesiologist, a family man, and a supposed outdoors enthusiast who spends way too much time indoors. Physician on FIRE is a personal finance website he created to inform and inspire both physicians and our patients with insightful writing from a physician who has attained financial independence and the ability to retire early. The site has a triple aim to leave visitors enlightened, educated, and entertained.
- "An Alternative to Traditional Retirement: Considerations for Physicians", *Sound Practice*, January 27, 2021, 37 minutes.
    - Most physicians follow or supplement their clinical practice with physician leadership roles, and wind down their careers by scaling back to part time executives or clinical consultants before official retirement. Richard Afable, MD, MPH, FACP, suggests an alternative. After retiring from CEO and executive roles at several large health systems, Dr. Afable now advocates for community wellbeing and the development of others as the President and Board Chair of BeWellOC in Orange County. In this episode, we interview Dr. Afable about how physicians can (and should) plan for a type of "third career" - one that focuses on significance and service. He also shares concepts that physicians can consider as they work towards a retirement plan.
- "How To Get Ready for Retirement After a Career in Pediatrics", *The Pediatric Lounge*, ep. 129 (s.2, e.53), February 27, 2024, 67 minutes.
    - Drs. Rogu and Bravo discussed physician retirement planning with Jesse Hackell and Ron Paprocki, JD CFP. Although centered on pediatrics, the discussion is translatable across any medical career. The conversation covers the importance of strategic financial planning from the beginning of one's career to the significance of having a life outside the examination room and considering potential life changes that can affect retirement plans. Jess shares his experiences as a retired pediatrician, explaining the four stages of retirement. Ron Paprocki emphasizes the need to start planning early, leveraging time, developing good money management habits, and preparing for unexpected events that can significantly impact financial security.
- "Part-Time Work Options for Doctors Approaching Retirement", *Stop Physician Burnout Podcast: Leadership Skills for Physician Wellness*, ep. 84, April 30, 2024, 23 minutes.
    - Interested in exploring non-clinical careers and unique side gigs in medicine? During the peri-retirement period, doctors may find themselves contemplating retirement or looking for ways to reduce their clinical workload. Engaging in part-time or side gigs can provide a gradual off-ramp from full-time clinical practice, allowing individuals to adjust to a new lifestyle without the sudden loss of income. Dr. John Jurica, a Medical Director, blogger, podcaster, and Certified Physician Executive with expertise in non-clinical careers and side gigs, described various part-time and side gig opportunities physicians can explore during this time. These options range from remote work in fields like medical

writing, chart reviews, and medical device regulatory consulting to more hands-on roles like medical legal pre-litigation consulting. These opportunities not only offer financial stability but also allow individuals to continue utilizing their medical expertise in different capacities.

- "Transitions to Retirement", *Pomegranate Health*, ep. 22, March 30, 2017, 26 minutes.
  - This episode looks at one of the biggest steps in a physician's career: retirement. It's common to avoid thinking about retirement, and the idea can sometimes come as a shock—professionally, personally, or financially. This month, we speak with physicians both in and out of retirement, as well as two psychiatrists whose research focuses on medical professionals' identity

UNIVERSITY OF TORONTO

1. **Department of Medicine:** The Department of Medicine believes that transition toward pre-retirement and through retirement should be a planned and rewarding part of one's academic medical career. We want to promote a culture change that turns career transition into a planned and fulfilling process.

   The Culture & Inclusion (C&I) portfolio has created a document to provide practical advice to faculty members to facilitate planning for the late career transition process and to support our late career faculty members (who are either contemplating or deciding to retire) in a respectful, thoughtful, and compassionate manner.

   Link: https://deptmedicine.utoronto.ca/sites/default/files/inline-files/LATE CAREER TRANSITION_Jan30.pdf

BOOKS

RETIREMENT AND LIVING WELL

1. ***Decisive: How to Make Better Choices in Life and Work***
   By: Chip Heath and Dan Heath
   - Good guide to the cognitive psychology of decision-making.

2. ***From Strength to Strength: Finding Meaning, Success, and Deep Purpose in the Second Half of Life.***
   By: Arthur C. Brooks
   - A roadmap for finding purpose, meaning, and success as we age.

3. ***Growing Young: How Friendship, Optimism, and Kindness Can Help You Live to 100***
   By: Marta Zaraska
   - What to focus on to live long and well.

4. ***How to Do Nothing: Resisting the Attention Economy***
   By: Jenny Odell
   - A self-help book which explores the value of doing nothing in a world obsessed with busyness and productivity. It incorporates practical exercise and insightful anecdotes to encourage readers to question their constant need to be engaged.

5. ***Ikigai: The Japanese Secret to a Long and Happy Life***
   By: Hector Garcia and Francesc Miralles
   - An approach to discovering what you want to do with your time.

6. ***Independence Day: What I Learned About Retirement from Some Who've Done It and Some Who Never Will***
   By: Steve Lopez
   - A memoir by 68 y/o man trying to convince himself not to retire (helpful as it outlines different views of "retirement" and "in between" pathways).

7. ***What Color Is Your Parachute? – Your guidebook to a lifetime of meaningful work and career success (2022 version)***
   By: Richard N Bolles
   - A classic text updated for the digital age; good for the person who sees "retirement" as a chance to contribute actively in a different way.

8. ***Aging with Agility: How Elite Athletes and Ordinary Folks Embrace Exercise with Age (2025)***
   By: Michelle P. Silver
   - Lovely stories on the importance of maintaining physical activity at whatever level you are capable of. She links it to our life-long identity as an agile adult. It is very probable that remaining physically agile and its impact on our identity can assist physicians in transitioning to retirement.

RETIREMENT AND PHYSICIANS

1. ***From residency to retirement: Physicians' careers over a professional lifetime.***
   By: Terry Mizrahi (2021)
   - In the United States, becoming a doctor has long been considered one of the best career choices. In 2016 to 2017, according to the Association of American Medical Schools, approximately 52,000 people applied to go medical school (2017). In 2015 there were nearly a million licensed physicians in the United States. In 1986 the author published a book about the experiences of twenty-six American physicians who had recently graduated from medical school and were completing a postgraduate residency program in internal medicine. This book, which is being published more than thirty years later, is a continuation of that book's research project. In the years since that initial research, the author stayed in contact with most of the physicians whom the author first interviewed in the late 1970s, and for close to forty years the author have continued to interview and gather information about their experiences as physicians. The book presents the findings from this unique long-term study of these individuals, shining a light on their career-long medical experiences, while also revealing important information about the health care industry in America and how it affected their own professional lives and that of their counterparts. From the 1960s until the late second decade of the twenty-first century, the medical profession in America underwent many turbulent changes. The book looks closely at how the career satisfaction of these twenty physicians evolved over the course of these decades, particularly in relation to their patients, peers, and practice. This in-depth longitudinal study builds on the research the author conducted when these individuals were all in the same three-year internal medicine training program. It incorporates an additional five interviews the author conducted with them during each decade until they were at or near retirement in 2016.

2. ***Life Beyond Medicine***
   By: Sharon Romm (2019)
   - Recommended good practical advice: Focuses a lot on people "forced" to retire rather than choosing to do so.

3. ***Retirement and its Discontents***
   By: Michelle P. Silver (2018)
   - Not entirely devoted to physicians but does feature both academic doctors and PhD researchers. It is important to keep in mind that she interviewed MANY people, and this book is based only on those experiencing "discontent."

PODCASTS

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1. **"What Comes Next? A Physician's Retirement Story - with Dr. Bob Rosen", *Doctors Eyes Only,* ep. 11, June 30, 2021, 37 minutes.**
   - As a physician, the thought of retirement can be anxiety-inducing. You are used to working endless hours in your practice and then all that stops – what comes next? In this episode, Lauren Oschman and Kameron Helmuth are joined by retired emergency medicine physician, Dr. Bob Rosen, as they discuss Bob's journey into retirement.

2. **"Working Less is Worth Every Penny", *Optimal Finance Daily*, ep. 2047, September 29, 2022, 13 minutes.**
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7. **Finding A New Path and Happiness When You Slow Down and Plan for Retirement with Dr. Dike Drummond, *Doctor's Crossing,* ep. 204, October 16, 2024, 38 minutes.**
   - He is a retired GP who importantly had a CVA 1 year prior to this podcast. Very good discussion of psychological adjustments that are necessary and important. You will hear about identity challenges, overcoming the fear of the unknown, how to navigate different stages, and finding joy and purpose after retirement.

VOLUNTEER ACTIVITIES FOR RETIRED AND LATE CAREER PHYSICIANS

MEDICALLY RELATED VOLUNTEER ACTIVITIES

1. **HELP: Health English Language Pro**
   Website: https://accesemployment.ca/programs/bridging-and-sector-specific-programs/help-program
   HELP is a volunteer organization with a unique focus to support foreign-trained physicians to gain fluency in pronunciation, acronyms and abbreviations specific to medicine. HELP creates one-to-one matches between volunteer physicians and foreign-trained physicians. HELP participants commit to meeting virtually for 12 sessions, approximately one hour per week over 12 to 16 weeks. HELP has developed a library of modules, case scenarios for role-play, and videos to use as springboards for conversations. Volunteer physicians can participate as frequently as they choose.

2. **Opportunities for Late Career & Retiring Physicians Resource (UHN)**
   Link: https://centreforfacdev.ca/wp-content/uploads/2026/03/Opportunities-for-Late-Career-Retiring-Physicians_Feb2026.pdf
   We would like to thank the Physician Wellness program and Medical Affairs at UHN for this resource. Inside you will find various volunteer, committee, board, consultant, entrepreneurial, locum, academic, and more opportunities.

NON-MEDICALLY RELATED VOLUNTEER ACTIVITIES

1. **Volunteer Toronto**
   Website: https://www.volunteertoronto.ca
   This is a charity that builds caring communities by connecting volunteers to the causes that need them. Their services empower local volunteers to find opportunities that make positive differences in their communities. Through in-person and online training, they help non-profit organizations and community groups run successful volunteer programs.

2. **The Senior College**
   Website: https://www.seniorcollege.utoronto.ca/2024/07/22/principals-message-3
   This special program at the University of Toronto for retired Faculty and Librarians as well as their spouses. There are several retired physicians who have joined this program. The Senior College offers a full program of activities that will engage your mind in a collegial setting. The academic programs include weekly lectures, a monthly book club and colloquia, and both an annual and a biannual symposium. A number of social activities are also offered, including an annual Summer Solstice party, restaurant outings, local excursions and “Meet your colleagues” sessions, all of which allow participants to get to know each other in a more informal setting. Upcoming events are advertised in the weekly newsletter sent to all members, as well as on the “Events” page of this website which also includes listings of past activities.

TRAVEL VLOGGERS AND WEBSITES

TRAVEL VLOGGERS

1. **Brian and Carrie Travels**
   Website: https://www.brianandcarrietravels.com/
   About: American couple who sold everything and are traveling full-time; fun escapism but also very practical info about costs of different countries for those who might want to spend some time abroad.

2. **Retirement Travelers**
   Website: https://www.retirementtravelers.com/
   YouTube Video: Retirement Truths: 6 Lesson Learned After Retirement

WEBSITES

1. **The Retirement Manifesto Blog**
   Link: https://www.theretirementmanifesto.com
   About: A retired blogger (not a physician) with many insights on retirement.

2. **Sight Set on Retirement – Dr. Graham Trope**
   Link: https://www.uhn.ca/corporate/News/Pages/Sight_set_on_retirement.aspx
   About: Dr. Graham Trope retires from UHN and reflects on being ready to shift from "living at work" to "working at living" through his many personal passions and pursuits.

3. **Preparing for Retirement – Dr. Liesly Lee**
   Link: https://deptmedicine.utoronto.ca/news/preparing-retirement
   About: Dr. Liesly Lee highlighting the need for flexible, supported retirement planning that benefits both individuals and the broader academic mission.

4. **A Personal Perspective on the 'Big R' – Retirement – Professor Emerita Anne Kenshole**
   Link: https://deptmedicine.utoronto.ca/news/personal-perspective-big-r-retirement
   About: Professor Emerita Anne Kenshole shares personal insights and practical guidance on the Dos and Don'ts for transitioning to retirement, drawing from her own rich post-retirement experiences and offering a thoughtful roadmap for others considering the "Big R."

5. **Retirement: Highlights of a New Sunset - Professor Emeritus George Fantus**
   Link: https://deptmedicine.utoronto.ca/news/retirement-highlights-new-sunset
   About: Professor Emeritus George Fantus shares his diverse and personal retirement stories. Sharing stories of physicians who never fully stepped away, who embraced retirement with enthusiasm to underscoring that there is no one-size-fits-all path, and highlighting the need for flexible, individualized, and ethically grounded retirement planning in medicine.

6. **Looking Back: A Retirement Interview Series - University of British Columbia**
   Link: https://medicine.med.ubc.ca/newsannouncements/looking-back-a-retirement-interview-series/
   About: A series of interviews by the University of British Columbia that looks at the diverse and storied careers of faculty members in the Department of Medicine.

7. **Physician Retirement: How To Know When It's Time - Dr. Heidi Moawad**
   Link: https://www.wolterskluwer.com/en/expert-insights/physician-retirement-how-to-know-when-its-time
   About: Physician retirement can be a deeply personal decision influenced by financial readiness, identity, relationships, and post-retirement plans, requiring honest reflection, and open communication to navigate the emotional and practical challenges of leaving clinical practice. This article asks questions that you should think about before retirement.

8. **Lost in Transition? Thoughts on Retirement, Part 2. "Should I Stay or Should I Go Now?" (Commentary, The Oncologist)**
   Link: https://pmc.ncbi.nlm.nih.gov/articles/PMC8342569/pdf/ONCO-26-e1290.pdf

9. **Retirement Readiness Tool - Doctors Manitoba**
   Link: https://doctorsmanitoba.ca/career-resources/career-transitions/retired-doctors/retirement-practice-closure/retirement/retirement-readiness-tool
   About: A readiness tool designed by Doctors Manitoba designed to assist you in planning for retirement

CLOSING YOUR PRACTICE CHECKLISTS & REQUIREMENTS

HELPFUL LINKS

1. **Canadian Medical Protective Association**
   Helpful tips for physicians who are closing and leaving a practice and outlines when you need and don't need CMPA coverage and when/how to notify CMPA during practice interruptions and end of membership.
   Link #1: https://www.cmpa-acpm.ca/en/advice-publications/browse-articles/2020/closing-or-leaving-a-practice-tips-for-physicians
   Link #2: https://www.cmpa-acpm.ca/en/membership/interrupt-or-end-membership

2. **College Of Physicians and Surgeons of Ontario**
   Two documents that outline college requirements of the MD to ensure/facilitate ongoing patient care, communication to patients, notification to College re: 'resigning' from membership
   Last updated 2019.
   Link #1: https://www.cpso.on.ca/Physicians/Policies-Guidance/Policies/Closing-a-Medical-Practice
   Link #2: https://www.cpso.on.ca/en/Physicians/Policies-Guidance/Policies/Closing-a-Medical-Practice/Advice-the-Profession-Closing-a-Medical-Practice

3. **Doctor Care**
   A health care consulting service that provides a retirement action plan checklist to support physician transition planning; practical patient, financial, legal, communication tips. Published in 2021
   Link: https://www.doctorcare.ca/wp-content/uploads/2021/03/DoctorCare-Toolkit-Retirement-Checklist-20181116.pdf

2. **HealthForceOntario**
   Offers a 'Transition Out of Practice service' (ToPS) module, Community-based MD perspective, outlines steps to finding an MD replacement, logistics of transferring/closing a practice
   Provides tools, a checklist, a template and resource links. Last updated in 2019.
   Link: https://www.healthforceontario.ca/UserFiles/file/ToPS/TransitionOutOfPractice-en.pdf

2. **Ontario Medical Association**
   Provides top 20 FAQs (from Ontario Medical Review) re: practice closure/transfer logistics and a link to 'Closing A Practice: A Guide for Physicians" – outlines logistics and legal/professional obligations in closing a practice: planning, business, patient and association obligations. Published in December 2020.
   Link: https://www.oma.org/news/2020/december/closing-your-practice-due-to-retirement/