

# MEETING THE NOSM CHALLENGE

A YEAR IN REVIEW



Northern Ontario  
School of Medicine  
École de médecine  
du Nord de l'Ontario  
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# THE PERFORMANCE GOALS\* FOR THE DEAN, PRESIDENT AND CEO ARE:

- Implementing the new Strategic Plan with evidence of progress through key performance indicators and data to support outcomes from the UME and PGME accreditations and IQAP process.
- Increasing advancement activity, building our brand and reputation and new revenue generating projects such as medical school expansion in order to ensure financial sustainability.
- Making strides with NOSM stakeholders in developing social accountability, equity and inclusion especially in creating education, research and clinical networks across Northern Ontario communities including the AHSCs.
- Leading innovation in new models of education and curricula, in the context of the continuum of education from recruitment/ admissions through UME and PGME into CEPD and Faculty Development for clinical faculty including an emphasis on pathways in rural generalism, Indigenous practitioners and francophone health.
- Giving evidence of the development and implementation research strategies that promote our social accountability mandate with an emphasis on community engaged research across Northern Ontario.

*\* Approved by the Board of Directors September 30, 2020*

With this report and the KPIs, I am pleased to say that ALL of the above performance goals have been met or been exceeded this year. Despite the ongoing issues with the insolvency of Laurentian University and the difficulties with traversing the impact of Bill 276 Schedule 16—namely the NOSM University Act—I continue to be optimistic and hopeful for NOSM's future. Why? Because we have award- winning programs and amazing students, staff and faculty.

For an update on the Dean's Engagement Report, click here:





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NOSM is a 2021 recipient of a Vega Digital Award and The Communicator Award.





# A YEAR IN REVIEW. MEETING THE NOSM CHALLENGE.

This **Year in Review** report highlights some of the important work and milestones of 2021. What a year it has been! If someone had told me in July 2019 that I would be navigating NOSM through a pandemic, the insolvency of Laurentian University, and a transition from a medical school to a university, I would have likely run in the other direction. Fast forward to the last month of 2021, I am sprinting towards one of the most exciting transitions in Canadian history.

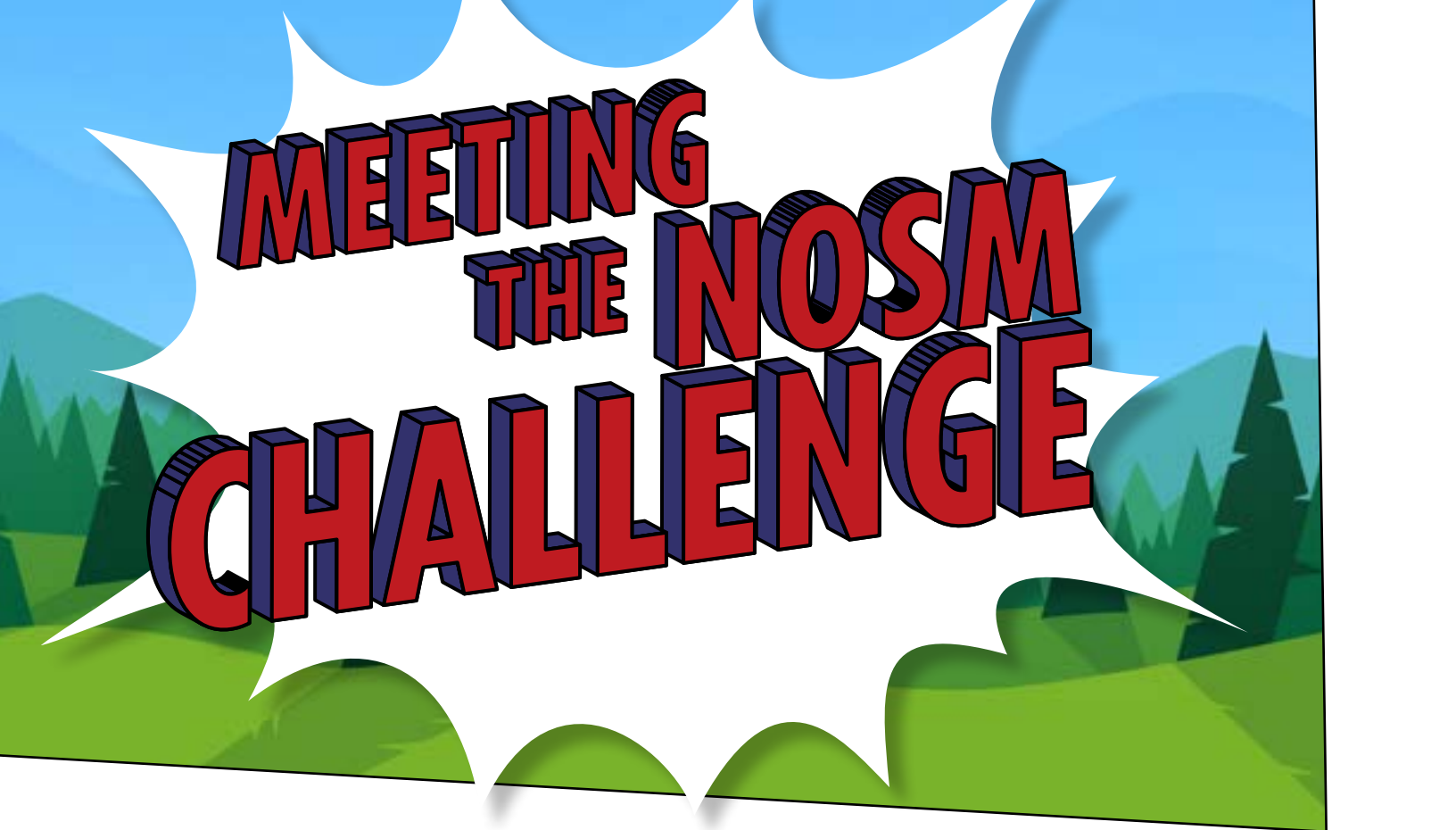
In November 2020, NOSM launched its strategic plan, **The NOSM Challenge 2025**, following an extensive consultation. Having been at NOSM for less than 16 months, it was an ambitious undertaking to say the least. What made it possible, however, was the valuable input, commitment and engagement from NOSM faculty, staff, students, partners, and the Northern Ontario communities that took part in the consultation process. By listening to all perspectives and learning, key priorities began to take shape. A common concern, whether in Red Lake or Huntsville, was that communities across the North share longstanding issues related to health inequities.

In my previous reports—**Community** and **Transformation**—I've shared examples of how NOSM is addressing these issues through the goals and outcomes identified in our strategic plan. In addition to these quarterly reports, a **website** has been developed that demonstrates the progress we are making through key performance metrics. Our stories of 2021 are fantastic and plentiful. You can read more about our journey through the links in this report. Enjoy this faster, shorter and more modern way for us to tell you all about NOSM.

From the innovative and **distinctive pedagogies** that NOSM faculty have developed in addressing the gaps during COVID-19, to the student-focused **experiential learning** at a time when we were all social distancing, I am very proud of our lean but mighty team and the tangible progress we have made in meeting The NOSM Challenge 2025. The management of COVID-19 by a team of real superheroes was nothing short of genius. NOSM persisted in pivoting, screening, sanitizing, vaccinating, and masking, as we



The Northern Ontario School of Medicine respectfully acknowledges that the entirety of the School's wider campus of Northern Ontario is on the homelands of First Nations and Métis Peoples. The medical school buildings at Laurentian University and Lakehead University are located on the territory of the Anishinabek Nation, specifically Atikameksheng and Wahnapiitae First Nations and Fort William First Nation.



# MEETING THE NOSM CHALLENGE

dealt with seismic shifts in our work and learning spaces. All the while, addressing inequity and advocating for social justice and climate change remained unwavering themes in 2021.

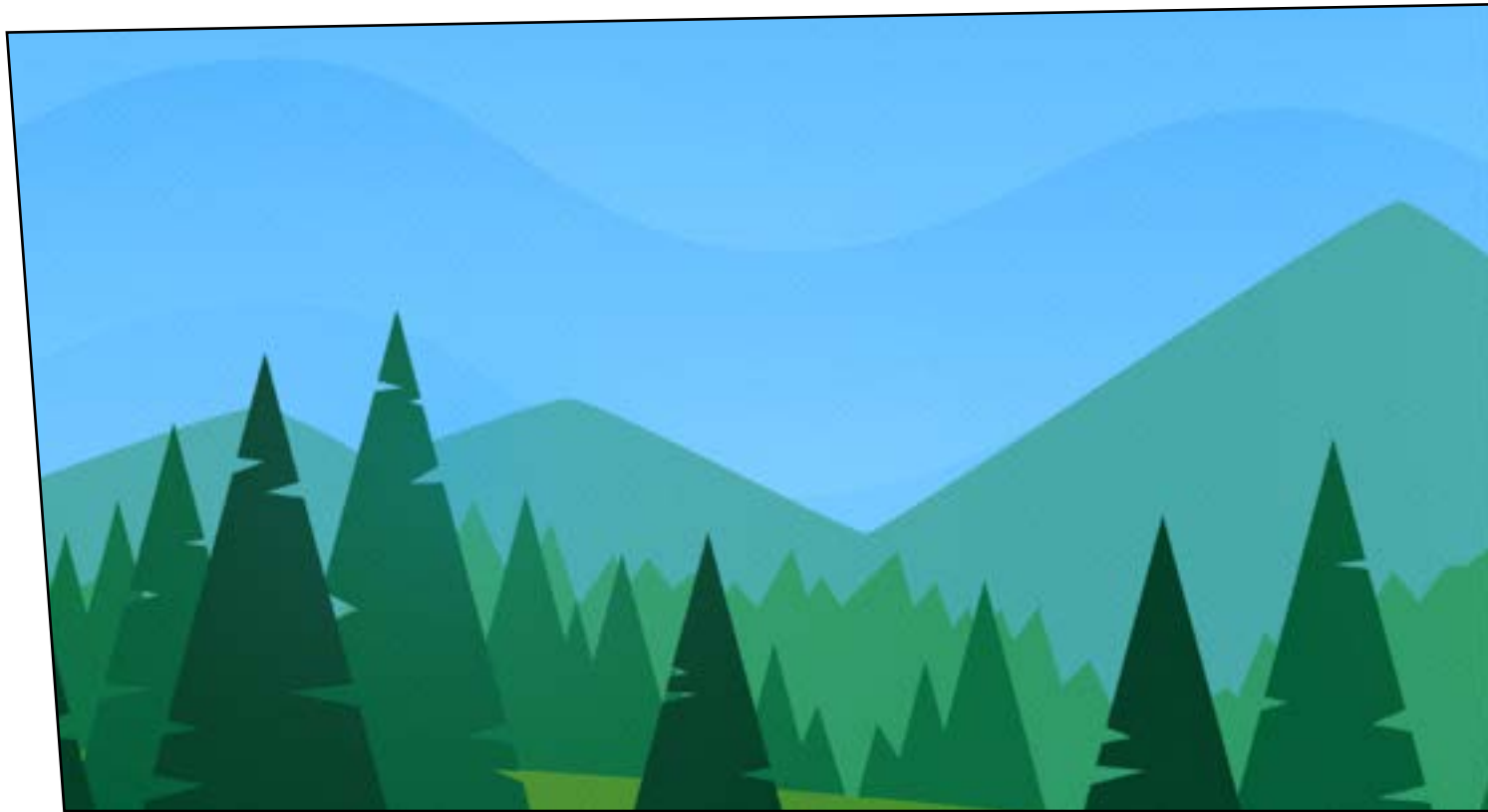
NOSM is now leading Canada in developing new pathways to medicine—the Rural Generalist Pathway, Indigenous Health Practitioner Pathway, Francophone Health Practitioner Pathway—and we have made major advances with Indigenous and Northern outreach. We are leading bold changes to ensure a sustainable future of quality health care that addresses underserved populations and health inequities. We've reassessed the School's admissions processes and will continue to advocate for an expansion of our MD program. As we go forward to becoming a University our commitment to accessibility for students in Northern Ontario and for communities aspiring to “**grow their own**” will remain steadfast.

We continued our work in challenging discrimination, confronting racism,

and addressing inequities. Through the implementation of The Respect the Difference™ movement, a **new code of respect** and the initiatives of **students, faculty** and **staff**, NOSM is creating many intercultural learning opportunities that are fostering a safe, healthy and **inclusive learning** and working environment. NOSM's advocacy for the underserved and marginalized streams string under our banner of social accountability.

Importantly, our commitment to improve support for NOSM students is a key focus. We are working to ease the **burden of student debt** and improve access to medical school through the direct support of new bursaries and scholarships. Ultimately, we will always work to reduce the financial stress and alleviate the pressure on medical students. The focus on learners has led to the establishment of a Registrar's and Learner Support Services Offices and has shown up in our **accreditation of the MD program** as an area of strength.





Continuous Quality Improvement with a successful report from the Committee on Accreditation of Canadian Medical Schools (CACMS) and the recently completed **PGME accreditation** by the Royal College and the College of Family Physicians of Canada are testament to the quality of our programs.

Research is flourishing and NOSM entered the second year offering the **Master of Medical Studies (MMS)** program which provides foundational research skills for physicians who want to develop a robust approach to answering health-care questions. Of note, NOSM is one of ten globally recognised and **verified socially accountable organisations**.

Despite the challenges by the threats to animal care and research funding from the CCAA by Laurentian University, NOSM's research leadership made inroads into big data and population health. The CCAA issue has kept us very busy trying to manage misinformation, financial impact on

our endowments and legal protections. This is ongoing and, like COVID-19, will carry into 2022.

Taking on the mission to become **Canada's first stand-alone medical university** is a big deal, and one that we accept with enthusiasm. People are excited, engaged and ready to help NOSM fulfill its true potential as an integrative leader in innovation across all of Northern Ontario.

In my travels from Thunder Bay to Kenora, Fort Frances, Sioux Lookout, Hearst, Kapuskasing, Sudbury, Sturgeon Falls, North Bay, Timmins, Sault Ste. Marie, Parry Sound and Huntsville, I have consulted widely about NOSM University. I have met with leaders, physician teachers, resident doctors, medical students, alumni, community-based researchers, Indigenous and Francophone leaders and so many more amazing people who work on the frontline every day. For me, this has been about listening, learning and respecting. Importantly, it's been about transparency and honest conversations.



The work of our faculty and sites is immense, in fact, is crucial to the success of our endeavours. **Northern Lights, Northern Constellations** and the **Northern Health Research Conference** were all virtual and highly successful this year. **Clinical resources** and daily snapshots from the CEPD leadership have revolutionised the way for faculty development and just-in-time learning.

As we make the journey to becoming NOSM University, our public consultation is employing a range of strategies to foster trust as a critical element in long-term, sustainable engagement. With trust, comes relationships that respect the right of partners to be informed and empowered. Existing partners want to participate in the vision for NOSM University and new partners are eager to join in the movement. Our ultimate goal is reciprocity—relationships with partners and communities across Northern Ontario that are mutually beneficial. NOSM University will make a huge impact as we continue our momentum and build on our successes in the future.

I hope you are well informed, engaged and are able to sufficiently contribute your thoughts and ideas knowing your opinion is valued and heard. If you are not receiving my bi-weekly updates through my **Northern Routes blogs**, **please subscribe**. These blogs provide updates, highlights and achievements of activity taking place at NOSM. Starting at zero in July 2019, readership has now grown to more than 4,500 subscribers from NOSM, partners and Northern Ontario community members.

Thank you all for **helping us meet the NOSM Challenge 2025** and for coming together and forming the most magnificent team of real-life superheroes.

Together let's make the impossible, possible. Next year, in 2022, let's make history!

**Dr. Sarita Verma**  
Dean, President and CEO

# THE METROPOLIS THAT IS NORTHERN ONTARIO.



*THERE IS A METROPOLIS OF PEOPLE WHO COME TOGETHER ACROSS NORTHERN ONTARIO TO SUPPORT NOSM. OUR METROPOLIS SPANS 800,000 KM<sup>2</sup> AND IS MADE UP OF PEOPLE WORKING IN SYNCHRONICITY TO RECRUIT AND RETAIN DOCTORS AND HEALTH-CARE PROFESSIONALS IN THE NORTH. STAKES ARE HIGH AND EXPECTATIONS ARE HIGHER.*

This year we have challenged NOSM faculty, staff, learners, partners and communities to push the boundaries and be innovative, brave and bold. During a year of **climate change and social justice**, there is no question that NOSM's unwavering, ongoing determination had a critical impact. Our interconnected community of physicians and health-care providers and learners in Northern Ontario are the backbone, foundation and hope for the future of our health-care system. NOSM's progress depends on this complex family of health professionals, alumni, faculty and clinicians who are passionate about educating the next generation of doctors.

Learning at NOSM means strong ties with remote, rural, Indigenous and Francophone communities and partnerships with more than 100 organizations. More than 1,800 clinical, human and medical sciences faculty are teaching in more than 90 communities.

We know that where learners choose to train is a strong predictor of where they will choose to practise. NOSM has become internationally recognized for its social accountability mandate. We teach our learners in Northern communities where they're needed most. NOSM's **Doctor's Wanted** campaign highlights the enriched





opportunities that exist across the region for medical students to pursue their residency training.

This extensive network means that each of us has had a hand in this success. If you have received care in Northern Ontario, it's realistic that you have been seen by a NOSM faculty member, alumni, or learner. There are quite literally thousands of people across the region who support NOSM's programs.

As we transition into Canada's first stand-alone medical university and expand our partnerships, seats, and programs, we look forward to equally advancing the support, education and wellness of our learners, faculty, staff, teachers and allied health professionals.

### **Please read more about the incredible work being done:**

- **NOSM to Become First Stand-alone Medical University in Canada**
- **NOSM receives unprecedented \$1.2 million donation to invest in social accountability**
- **\$300k financial contribution from McConnell Foundation supports NOSM's Center for Social Accountability**
- **Delivering social accountability where it's needed most**
- **Indigenous communities create virtual experiences for NOSM students**
- **Supporting the next generation of physicians**
- **NOSM Maintains Full Accreditation of MD Degree**
- **NOSM Receives its Tenth Rural Medical Education Award**

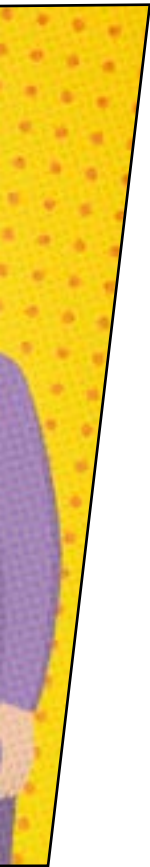


# TOWARDS HEALTH EQUITY AND BEYOND.

THIS YEAR MARKS 780 MDS WHO HAVE GRADUATED FROM NOSM—55 SELF-IDENTIFY AS INDIGENOUS AND 165 SELF-IDENTIFY AS FRANCOPHONE. IN ADDITION, 692 RESIDENTS HAVE COMPLETED NOSM PROGRAMS. MORE THAN HALF OF THESE HEALTH-CARE PROFESSIONALS HAVE STAYED IN NORTHERN ONTARIO, WITH THE MAJORITY ESTABLISHING THEIR PRACTICE IN SUDBURY AND THUNDER BAY. ANOTHER NOTABLE MILESTONE THIS YEAR IS OUR NEW CLASS OF NOSM MD STUDENTS—MARKING THE LARGEST INTAKE OF INDIGENOUS MEDICAL STUDENTS IN CANADA AT **17 PERCENT**.

Among allied health professionals, NOSM supports several programs, including **physician assistants** through a partnership with the University of Toronto and The Michener Institute of Education at UHN, **medical physicists**, clinician researchers, scientists and other **health**

**professionals**. The School celebrated 148 Registered Dietitians completing training in 2021, with 78 now practising in Northern Ontario. These are milestones worth celebrating.



Northern Ontario continues to experience a critical shortage of doctors. Although it's a shortage being experienced across Canada, in Northern Ontario the stakes are higher. Nearly 50 percent of physicians are planning to retire in the next five years. Retirements are coming at a time when the shortage is already critical. In many communities, the entire system is held together by a few physicians who are stretched very thin. In communities where there are no permanent physicians, there is a dependence on the continuous cycle of temporary locum doctors who come and go.

Factor in the added challenge of delivering care during a pandemic, across a vast geography in remote and rural communities—each with their own unique issues, experiencing worsening overall health, chronic disease and more complex health issues than the rest of Ontario—and the stakes rise again. In the North, the increasing rate of burnout among health-care providers is a real 'kryptonite' that threatens these vital teachers, our frontline COVID-19 heroes. Prioritizing health and wellbeing is a leading priority for NOSM. This is a critical time for change in health care, one that NOSM is proud to collaborate, facilitate, and lead. As such, we became an official signatory of the **Okanagan Charter** this year and NOSM's Board of Directors endorsed a commitment to equity, diversity and inclusion by approving **guiding principles**.

To counter our region's ongoing challenges, the Ontario Medical Association (OMA) recently launched **Prescription for Ontario: Doctors' 5-Point Plan for Better Health Care** including

unprecedented, Northern-specific, health-care recommendations. The launch of this plan, which highlights physician shortages, long wait times, the serious backlog of services, inadequate mental health and addiction programs, and insufficient home and community care, marked a milestone in health advocacy for Northern Ontario.

Nowhere are the issues more critical. Equitable access to health care in Northern Ontario is a unique challenge, requiring unique solutions.

The journey to becoming the first stand-alone medical university is uncharted territory yet provides the opportunity to turn our struggles into triumph and accelerate our mission towards health equity and beyond.

### Read more:

- **Healing and food systems**
- **Closing the gap on psychiatry shortages**
- **Virtual critical care**
- **Our Physician Workforce Strategy**
- **Daring Leadership in an ever-changing and unpredictable world**
- **Mindful self-compassion**





# TAPPING INTO THE POWER OF REAL-LIFE SUPERHEROES.

CURRENTLY, NORTHERN ONTARIO IS IN NEED OF AT LEAST 313 FULL-TIME PHYSICIANS; INCLUDING 126 FAMILY PHYSICIANS, 86 IN RURAL COMMUNITIES. WE NEED 160 SPECIALISTS, WITH THE MOST PRESSING NEEDS IN THE DISCIPLINES OF PSYCHIATRY (40), INTERNAL MEDICINE (16), PEDIATRICS (12), EMERGENCY MEDICINE (12) AND ANAESTHESIA (10).

We continue to have the highest rates in the province for addictions, mental health, cardiac disease, cancer, and diabetes. We have an aging population with a life expectancy that is, on average, two years lower than the rest of the province. Food and housing insecurity continues to face both rural and urban communities in

Northern Ontario and both are ongoing pressing issues. In the far north and in remote First Nations communities, long standing boil water advisories, and higher rates of **mental health** and chronic disease continue to affect the progress NOSM is making.

Solutions will depend on our robust **Physician Workforce Strategy** launched this year, as well as innovative ways of thinking and aligning services. Planning relies on identifying new opportunities in multidisciplinary, cross-sectoral teams with enhanced education, interconnectivity and innovative technologies to help fill the gap. Community partnerships are critical and new ways of approaching health issues are needed.

An emphasis on family medicine, **rural generalism**, and advancements in technology are required to both meet the demand and improve access to care. There is an opportunity for municipalities and communities to form stronger partnerships with NOSM to build creative, sustainable solutions.

New pathways to NOSM were introduced this year, focusing on health, human sciences, and wellbeing. The Nishnawbe Aski Nation (NAN) and NOSM **relationship accord** signed this year signified the goal of developing mutually supported initiatives that will build capacity and strengthen the health system within NAN territory. New student pathways were implemented to foster **Indigenous** and **Francophone students** encouraging the pursuit of health sciences, medicine and health-care professions.

Our community at NOSM will continue to do its part to **alleviate the critical shortage** by educating the next generation of doctors and interconnected health professionals. We will

continue to identify and renew our partnerships, explore potential new partners and listen to the recommendations of communities who are eager to help us forge new pathways forward.

We work together as a collective, drawing on each other's strengths and superpowers, to move forward in fighting this health human resource battle in the North. NOSM University is shaping up to be a wonderful sequel!

#### **NOSM UNIVERSITY: PAN-NORTHERN MODEL**

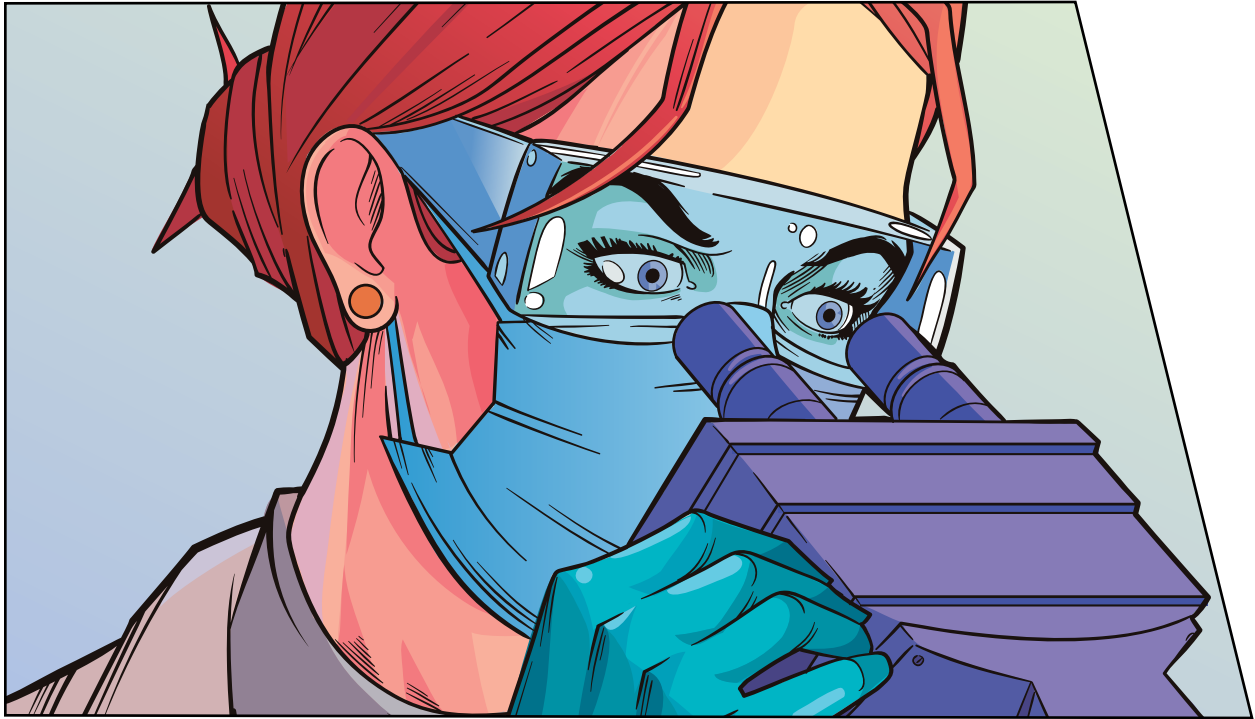
#### **As Canada's first stand-alone medical university, we will:**

- Increase access to reliable, high-quality care by educating health professionals;
- Capitalize on the unique and specialized regional clinical teaching resources;
- Strengthen our current partnerships with Lakehead and Laurentian Universities; and,
- Build relationships with other colleges, universities and health-care institutions, including Nipissing, Algoma and Hearst Universities.

**DEFINITION OF SUPERHERO : A FICTIONAL HERO HAVING EXTRAORDINARY OR SUPERHUMAN POWERS ALSO : AN EXCEPTIONALLY SKILLFUL OR SUCCESSFUL PERSON**

SOURCE: MERRIAM-WEBSTER





# BEHIND EVERY SUPERHERO IS A GREAT RESEARCHER.

NORTHERN ONTARIO HAS MANY OPPORTUNITIES TO EXPAND NOSM LEARNING SITES. WE WILL DEVELOP STRONGER RELATIONSHIPS, EXPLORE NEW SITES, ALIGN CLINICAL EDUCATION LEADERSHIP WITH ADMINISTRATION AND BROADEN THE ACADEMIC HEALTH SCIENCES NETWORK IN THE NORTH. NEW RESEARCH OPPORTUNITIES IMPLEMENTED THIS YEAR ARE STRENGTHENING RESEARCH CAPACITY IN NORTHERN ONTARIO. WE ARE GROWING RESEARCH NETWORKS, FOSTERING OPPORTUNITIES AND EXPANSION OF RESEARCH PROGRAMS AND ARE GAINING RECOGNITION NATIONALLY.

The Northern Network of Emergency Medicine Research continues to build research capacity in the region for clinicians and learners. NOSM faculty member, Dr. Robert Ohle, is a founding member of the Northern Network and of the Network of Canadian Emergency Medicine Researchers, which offers mentorship and support to emergency medicine researchers across Canada. Dr. Ohle has connected Health

Sciences North (HSN) and Health Sciences North Research Institute (HSNRI) to build this national project, securing approximately \$4 million in peer-reviewed funding from the Canadian Institutes of Health Research (CIHR) and Ontario Research Fund for a COVID-19 registry that looks at emergency department patterns in the global pandemic.

NOSM's Centre for Social Accountability (CFSA) continued to advance social accountability globally and locally. Globally, NOSM was one of ten medical schools who participated in piloting a new international social accountability assessment tool (ISAT); now gaining recognition by the World Health Organisation. The CFSA will also be the home of a new International Steering Committee on Social Accountability and Accreditation, with representatives from around the world. Locally, the Centre's two research hubs—MERLIN and NORTHH—continue to make progress towards advancing local research priorities and collaborations. NORTHH—NOSM's Research Toward Health Hub—is the first practice-based learning and research network to offer unique Northern Ontario health primary-care, population-based datasets. It will also prioritize Indigenous data sovereignty.

Two new advisory committees launched this year; the Global Health and International Relations, and Climate Change. The NOSM Advisory Council on Climate Change (NACCC) is established to provide advice to the Dean about the impact of climate change on the health of people in Northern Ontario. NOSM commits to: developing educational content, resources, and information on a wide variety of climate and health topics to inform and change curriculum; the decarbonization of activities and administration; enabling healthier lifestyles to reduce carbon emissions; and, investing in evidence-based research and improved surveillance of the health impacts of climate change.

The Master of Medical Studies program has more than doubled the intake of students this year, welcoming eight clinician-researchers, each gaining access to foundational research skills to address pressing health care issues in Northern Ontario.

The future of health education in Northern Ontario is an interprofessional **Pan-Northern** medical university with regional medical campuses, led by an integrated, sustainable health-care system. Being Canada's first stand-alone medical university brings an opportunity for improved clinical education coordination, clear points of contact, further research, more identified community networks, and the establishment of distinct regional hubs for the university to expand the reach to improve teaching, learning and training. New regulations established by the government will guide the breadth, scope and expansion plans of the new university.

There is much potential to chart greater progress toward improving the health-care research, health education research, and academic networks all with the aim to improve the health system in Northern Ontario.

### Read more:

- **NOSM and Science North inspire Northern Ontario Indigenous youth to pursue careers in health care**
- **Indigenous Health Practitioner Pathway program**
- **NOSM and Science North engage Indigenous youth**
- **Francophone NOSM graduate returns to her hometown of Hearst**
- **Project Connect & Naloxone North**

# A YEAR IN REVIEW



ADDRESSING  
PSYCHIATRY  
SHORTAGES

RECORD  
BREAKING  
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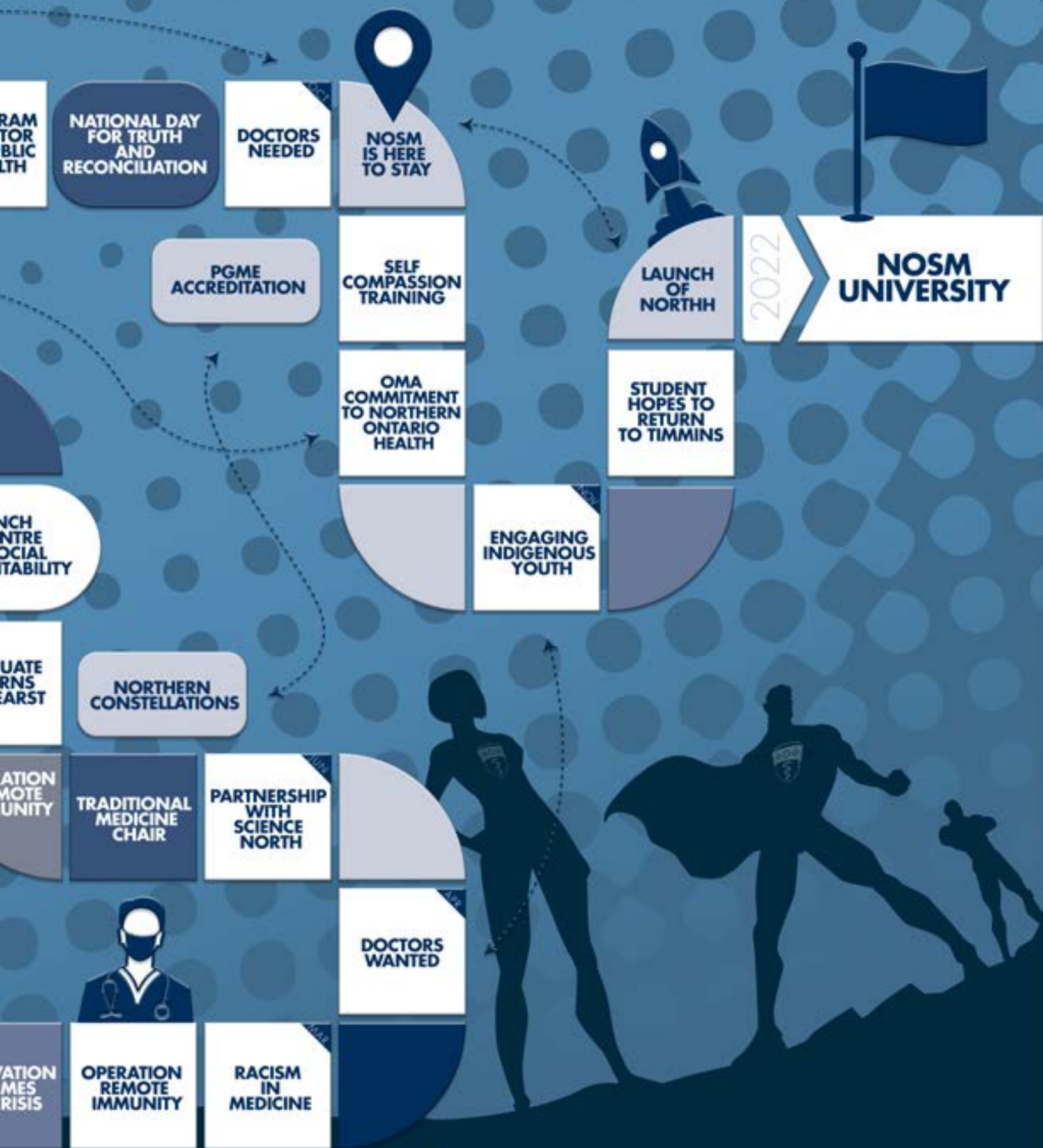
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# ***SUPERHEROES IN ACTION***

(May 10 - November 15, 2021)

THERE ARE MANY OUTSTANDING FACULTY, LEARNERS AND STAFF AT NOSM WHO MAKE A DIFFERENCE IN THEIR COMMUNITY—THEY ARE THE SCHOOL'S SUPERHEROES IN ACTION. MIIGWETCH, MERCI AND THANK YOU FOR YOUR ONGOING WORK AND COMMITMENT.

- **Dr. Alana Rawana Baron** received the 2021 Family Medicine Resident Award for Scholarly Achievement from The Foundation for Advancing Family Medicine (FAFM).
- **Dr. Tara Baron** was recognised with the Community Partnership Award 2021 by Sudbury.com.
- **Dr. Louisa Marion-Bellemare** received a 2021 Award of Excellence from the Ontario College of Family Physicians (OCFP).
- **Danica Desjardins** was named one of the recipients of the Canadian Medical Hall of Fame Medical Student Award.
- **Mélanie-Rose Frappier** is the recipient of the Canadian Medical Association's 150<sup>th</sup> Anniversary Award and the CIBC Indigenous Learner Leadership Award.
- **Dr. Robert Hamilton** received the Ontario Medical Association (OMA) Life Membership Award.
- **Gina Kennedy** received the 2021 Modern Governance 100 Award.
- **Alison Lewis** is the recipient of the CIBC Indigenous Learner Leadership Award.
- **Felicia Lotsios** was awarded Medical Student of the Year by the Ontario College of Family Physicians. She is also the recipient of the College of Family Physicians of Canada's Medical Student Scholarship.
- **Dr. Sarah Newbery** is the recipient of the Rural Medical Education Award from the Society of Rural Physicians of Canada (SRPC).
- **Dr. Venkadesan Rajendran** was honoured with the Centenary Medal of Distinction by the Canadian Physiotherapy Association.
- **Dr. Nicholas Roscoe** received the Leadership Award of the College of Family Physicians of Canada (CFPC).





- **Dr. Julie Samson** received a 2021 Award of Excellence from the OCFP.
- **Dr. David Savage** is the recipient of the Junior Investor Grant in Emergency Medicine from the Canadian Association of Emergency Physicians (CAEP).
- **Dr. Christopher Thome** is the recipient of the NOSM René Guilbeault Research Award.
- **Dr. John Tuinema** received the inaugural NOSM Public Health and Preventative Medicine Teaching Award.
- **Dr. Janice Willett** received the Section Service Award from the OMA.
- **Dr. Barb Zelek** is named one of Canada's Family Physicians of the Year by the CFPC.
- **NOSM's Communications team** and Launchfire, a leader in game-based marketing programs, won the Arcturus Award in the 2021 Vega Digital Awards in the Marketing Effectiveness category for their online advertising and marketing work in creating The NOSM Trivia Challenge.

**IF YOU WOULD LIKE TO INCLUDE AN AWARD  
RECIPIENT IN OUR NEXT REPORT, PLEASE  
EMAIL [COMMUNICATIONS@NOSM.CA](mailto:COMMUNICATIONS@NOSM.CA).**

# A YEAR IN REVIEW: CONCLUSION

2021 WAS TO BE THE YEAR OF SOCIAL ACTION AND CLIMATE CHANGE. IT WAS THAT AND MORE. IN ADDRESSING THE HURDLES, NOSM HAD TO BE NIMBLE AND INVENTIVE WHILE BEING RESPONSIVE TO THE UNIQUE NEEDS OF OUR LEARNERS, STAFF, FACULTY AND PARTNERS. WE ESPECIALLY ARE GRATEFUL TO OUR DONORS AND STAKEHOLDERS FOR THEIR ONGOING SUPPORT THROUGH THE UNCERTAINTY.



As we move forward in meeting the NOSM Challenge 2025, we are relying on the federal and provincial governments, municipalities, schools, health-care providers, leaders, communities and partners to do their part in recognizing and addressing the social determinants of health in Northern Ontario. The future health and prosperity of our communities is dependent on it.

We need to address emerging technology, incorporating virtual care, particularly for remote communities, ensuring everyone has access to a comprehensive bundle of health services and supports at every stage of the health continuum.

We need to align education programs with societal and community needs.

We need to advance relevant, high quality, cost-effective and equitable health-care system transformation at the federal, provincial and territorial levels.

And, last but certainly not least, we need to carefully explore, acknowledge and address the challenges facing Indigenous communities and to develop a better understanding of culturally safe health care to meet their needs. The year 2021 was to address inequity and to be a voice for justice for underrepresented populations.

I have spoken with more than 1,000 people in the past few months who are up for The Challenge. In this amazing journey across Northern Ontario, I discovered an ecosystem full of bio-human and cultural diversity that is so special, so wondrous and needs our protection. And amongst this, I discovered and learned about the superheroes who make up Northern Ontario and they make NOSM great, and they will make NOSM University the orchestrator and integrator of success.

NOSM University presents a unique opportunity and a first in Canadian History. As the orchestrator, NOSM University will show the agility to respond to new challenges, the humility to understand community needs, and the vision to inspire change. We will be the superheroes of this remarkable ecosystem, driving innovation, focusing on finding the answers, asking difficult questions and leading into the future.

Will you join our team of real-life superheroes to make an impact in the North? Will you join us in 2022 to make history?

## **DID YOU KNOW?**

**THE SCHOOL'S ECONOMIC IMPACT IS \$129M - \$142M—AN IMPACT THAT IS UNDENIABLE. NOSM AND PARTNER HEALTH-CARE ORGANISATIONS CONTINUE TO CONTRIBUTE TO THE NEW KNOWLEDGE-BASED INDUSTRIES THAT ARE GROWING IN NORTHERN ONTARIO AND ARE RECOGNISED AS MAJOR EMPLOYERS. NOSM ALONE EMPLOYS 225 STAFF AND FACULTY, WITH ANOTHER 1,800 CLINICAL FACULTY ACROSS THE REGION.**

