

PRESIDENT'S REPORT
SEPTEMBER 15, 2023 - NOVEMBER 20, 2023

MOMENTUM



In the spirit of **Truth and Reconciliation**, NOSM University respectfully acknowledges that our pan-Northern campus is on the homelands of First Nations and Métis Peoples.

The university buildings we occupy in Greater Sudbury and Thunder Bay are located on the traditional territory of the Anishinabek Nation, specifically Atikameksheng and Wahnapiatae First Nations and Fort William First Nation.

Beyond a land acknowledgement, we understand that reconciliation is a practice.

We gratefully acknowledge the Elders and Knowledge Keepers who share their gifts and teachings with us so that we may better understand and honour their wisdom, and that of all of the traditional keepers of this land.

NOSM University will continue to practice reconciliation by listening, learning and fostering a culture of mutual respect and trust.

Introduction

“If you can keep it about the work, then you’ll always have a path. There’s always something to be done.”

– Former US President Barack Obama

Now that we are three years into our five-year strategic plan, *The NOSM University Challenge*, it is necessary to again assess where we are on our path. What have we accomplished to this point? Are we still on the right track? It will be a relatively brief update this time, because while it is tempting to look up from our work, it is far more important at this stage to harness our considerable momentum and continue to make it about the work—and about meeting the challenges still before us.

The **challenge** theme emerged through the community engagement process, and reflects the need to challenge ourselves, our communities, our ideas, and our commitment to social accountability to drive necessary change and improve access to equitable, sustainable, quality health care in Northern Ontario.

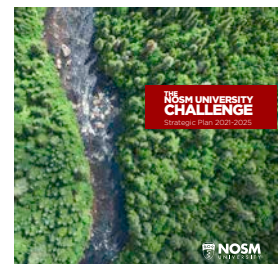
Driving that change is still going to take a lot of work. We will continue to embed the principles of health equity and social justice into every NOSM University graduate, one at a time. We will continue to influence and advocate for health policy advances at all levels of government in the service of Northern Ontarians. We will continue to increase research capacity and expertise in population-based health to better patient outcomes; we will adopt and harness advanced technologies into our curriculum and experience of the university; we will be a strong and active partner with communities in need to create a flourishing health workforce to serve the North; and we will continue to listen and learn as we commit every day to diversity, wellness and respect for faculty, staff and learners.

In the face of global uncertainty and rapid change, we have checked off some very big boxes on our “to-do” list, and we have some tremendous accomplishments to report. As you will read, there is much of which to be proud. However, the future of health care in Northern Ontario depends on a stable, appropriately funded NOSM University playing a key role, from health education to research, to advocacy and beyond.

Thank you for taking the time to read about our successes. We have the momentum; we still need your help to continue the work.

Dr. Sarita Verma

President, Vice Chancellor, Dean and CEO
NOSM University





President's Performance Goals

- Complete the fourth year of Strategic Plan: Metrics on all 5 Strategic Directions.
- Establish financial sustainability and resolve base budget deficit.
- Complete the \$50 million "The Future Will See You Now" fundraising strategy.
- Resolve issues regarding campuses at Laurentian and Lakehead Universities.
- Complete bargaining of OPSEU Collective Agreement with Unit 1.

President's Engagement Report
September 15 to November 20, 2023

Notable Meetings and Presentations: 35

- Physician and Family Appreciation Banquet
- COFPA 19th Meeting 1, 2
- 2023 Governance Committee Meeting
- BOG Meeting
- Seneca Executive Meeting 1, 2
- AJAC Board Meeting
- Northern Ontario Health and Research Forum
- OPSEU 24th Meeting
- Northern Teaching Council Meeting
- Meeting with Board of Directors
- ICES Board Meeting
- OPSEU 24th Meeting
- Roundtable with Minister Sylvia Jones
- Premier Ford Dinner
- Northern Year Meeting with Board of Governors/Board of Faculty & Leadership/Community Leaders
- Sturgeon Fall meeting with CEO West/Alumni/Institute
- North Bay
- Simcoe
- Agincourt
- Heart of Ontario
- Ontario Health
- Temiskaming Shores
- Meeting with Board of Directors
- Roundtable with Sault Ste. Marie
- Expansion Fall Dinner Meeting
- Media Interview: CBC Radio
- Meeting with YSI
- NOSM meeting
- YPSM Board Meeting
- AJAC Board Meeting Ottawa

Media Interviews: 13
with media from multiple outlets (many 20+ segments)

Support

- NOSM
- NOSMA
- 20 letters of support from Northern Ontario municipalities

Donations Received to Date
2023 (September 15 to October 31, 2023)
\$24,500,000

Notable Gifts
September 15 - present

- Seneca \$10,000
- The Wolf \$10,000
- Southwest Community Foundation
- McMaster \$1.5M

Alumni Overview

- Alumni 100th Anniversary gifts over 2013 (goals)
- New partnerships with Broadway Across Canada National Theatre group
- Donated storage units for work in Toronto and CHU and use Toronto to host Northern Bay Institute which creates leadership roles for medical professionals
- Full 6th Newsletter sent out with a 62% readership rate
- Alumni Achievement Awards Nominations will open 1 December 2023 with a supporting email to go out encouraging those to nominate their peers

Vision, Mission and Values

Vision: Innovative Education and Research for a Healthier North.

Mission: To improve the health of Northern Ontarians by being socially accountable in our education and research programs and advocating for health equity.

We will realize this by:

- Embedding social accountability as a core value in graduates. NOSM University will be a recognized leader in rural and Northern health knowledge and will influence and advocate for policy advances in health at all levels of government.

- Increasing research capacity and expertise in population-based health to improve advocacy and evidence-based policy in Northern Ontario. NOSM University will have a positive research impact on Northern health, be known as the leader in Northern health research and increase grant and other research funding.

- Incorporating advanced technology into curriculum and day-to-day activities of the University. NOSM University will be a leader in educational excellence through its curriculum renewal, competency-based training, adaptive technology, and will meet or exceed all accreditation standards.

- Being a strong active partner with communities in need to create a flourishing health workforce to serve the North.
- Securing sustainable financial and human resources to deliver on our vision of innovative education and research. We will be financially sustainable by ensuring access to resources and infrastructure to sustain and grow NOSM University through efficiencies and a culture of advancement.
- Creating a sustainable working and learning environment. NOSM University will commit to diversity, wellness and respect for faculty, staff and learners.

OUR VALUES

Innovation.

NOSM University encourages ingenuity, creativity, a culture of inquiry and discovery, and the importance of learning from others in every aspect of the University's education, research, social accountability, and corporate mandates. NOSM University uses innovative approaches to ensure continuous improvement of our distributed model of education and research.

Social Accountability.

NOSM University adheres to the World Health Organization's (WHO) definition of the social accountability of medical schools as "the obligation to direct their education, research and service activities towards addressing the priority health concerns of the community, region and the nation that they have a mandate to serve. The priority health concerns are to be identified jointly by governments, health-care organizations, health professionals and the public." As part of its social accountability mandate, NOSM University has the responsibility to engage stakeholders at all levels of its broad community.

Collaboration.

NOSM University pursues education and research goals in close partnership and collaboration with universities, its teaching hospitals, community physicians, health professional clinical teachers, health system stakeholders, and communities it serves. NOSM University values the insights, contributions, and support of its many partners that work to improve the health of the people and communities of Northern Ontario. NOSM University recognizes that collaboration is both a process and outcome that engages different perspectives to better understand complex problems and leads to the development of integrative solutions that could not be accomplished by any single person or organization.

Inclusiveness.

NOSM University fosters inclusiveness by supporting an environment that embraces differences in staff, faculty and learners and respectfully creates value from the differences of all members of the NOSM University community, in order to leverage talent and foster both individual and organizational excellence.

Respect.

NOSM University's faculty, staff, and learners will learn and listen to one another respectfully and communicate openly. NOSM University's staff, faculty, and learners treat others and their ideas in a manner that conveys respect as differences are discussed, fosters an open academic debate, and which respects academic freedom.

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Editorial Team

- Dr. Sarita Verma, **President, Vice Chancellor, Dean and CEO**
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STRATEGIC DIRECTION # 1

Transform Health Human Resource Planning

This strategic direction is at the core of NOSM University's mandate: to provide equitable and sustainable health-care solutions that directly address the needs of all Northern Ontarians (Francophone, Indigenous, rural, and urban). We are working collaboratively to help solve the health human resource planning puzzle in the North with a focus on specialist and subspecialist physician training.

Create an integrated, customized, evidence-based approach to HHR planning in the North

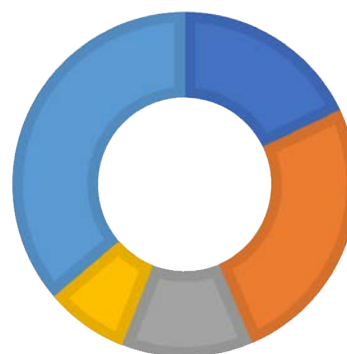
- NOSM University has established a Physician Workforce Strategy (PWS) to build a collaborative approach for physician recruitment across Northern Ontario.
- Working closely with the Ontario Medical Association (OMA) and Ontario Health North, the PWS team is actively advocating for collaboration specifically around physician workforce data, planning and initiative implementation.
- A working group has been formed to assess Health Human Resources (HHR) in Northern Ontario and includes Ontario Health North's (OHN) regional advisors and physician recruiters from across the region to collect data that is used as a strategic planning resource and helps to determine program expansion needs at NOSM University.
- Through consistent data collection and analysis, the team led by Dr. Sarah Newbery, NOSM University's inaugural Associate Dean, Physician Workforce Strategy, can effectively gauge the HHR needs of Northern Ontario. The most recent data determined that more than 350 physicians are needed in Northern Ontario, with nearly 50 per cent of physicians planning to retire in the next five years. Of the 350 physicians needed, 200 are family physicians of which 110 are needed in rural communities.
- Led by Drs. William McCreedy, Harshad Telang and Barbara Zelek, the clinical sciences division and relations with Academic Health Science Centers continue to flourish in meeting the physician workforce needs of hospitals across Northern Ontario.
- **Health Sciences North Welcomes 28 New Medical Staff in 2022.**

Integration of rural, remote and community needs into our education programs

- To address the need for rural physicians, NOSM University in the fall of 2021 welcomed its first cohort of five students to the Rural Generalist Pathway in undergraduate medical education and six more students entered in the fall of 2022.
- Although the full pathway from high school to practice as a rural generalist is aspirational, we are working to ensure that by 2025, a fulsome pathway will be realized; a pathway that will allow learners to imagine for themselves a successful career with a rural generalist start.
- Another pathway that has been successful in attracting interest in joining the health-care workforce in Northern Ontario is the **Summer studentship program**. Many Northern Ontario-based agencies have credited this program as a factor in keeping their operations running during the summer. This program matches **students to rural communities**.
- In addition, past data shows that approximately one in five postgraduate trainees who attend an elective placement in Northern Ontario will become part of our workforce. For this reason, NOSM University championed the new Northern Ontario Resident Streamlined Training and Reimbursement (**NOR-STAR**) program from the Ontario Ministry of Health, which aims to remove barriers to training more physicians in Northern Ontario.
- The **Northern Electives Program (NEP)** is another quantifiable solution to the problem of attracting medical learners, including visiting medical students, visiting postgraduate residents, and visiting fellows, to elective placements in Northern communities. Since its inception in 2017, the NEP has ushered an average of 174.5 learners annually into Northern communities. This year, with these focused programs, NOSM U has already seen a 26% increase in resident elective learners over the same period last year.

Enhanced connectivity and communications for all NOSM University communities

- Three Presidential tours have taken place across Northern Ontario since 2021 to consult with partners, faculty, municipalities. The tours were focused on strategic planning, becoming a university, and meeting *The NOSM University Challenge*.
- Dr. Verma and NOSM University's leadership team engaged with 218 Northerners over 11 days in July and September 2023. Across 13 communities, and through one virtual with five communities, we connected with:



- Hospital Leadership (16 hospitals): **39**
- Community Leaders, incl. Francophone and Indigenous Partners: **56**
- Medical Students: **27**
- Residents: **17**
- Faculty (MD, Residency, Dietetics, Health Sciences): **79**

- NOSM University held its inaugural Achievement Celebration to recognize faculty, learners and alumni on Friday, May 5, 2023. The ceremony recognized eight faculty, four learners, two alumni and one honorary alumnus who have each demonstrated exemplary service and commitment to health care, medical education, and research in Northern Ontario.

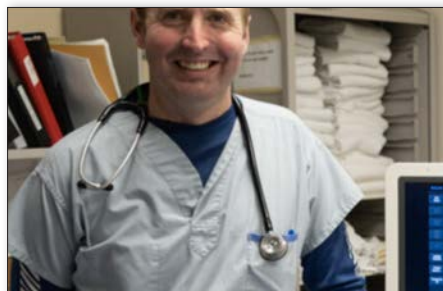
PLANNING

- **Ten NOSM University President's Reports** have been produced to update community, aid in transparency, and communicate results. The community engagement has been nothing short of remarkable.
- A successful initiative that engaged faculty and health-care providers actively at NOSM University is having them involved in the MD Admission Multiple-Mini Interviewers (MMI). The group is made-up of 31% community members, 46% faculty and health-care providers and 23% learners. In 2023, there were 325 MMI interviews.

A system to support academic faculty in their clinical work

- For physicians across the region, the Northern Ontario Academic Medicine Association (NOAMA) administers the **Alternate Funding Plan (AFP)**. The AFP, designed to support clinician researchers, has increased its funding since the launch of The NOSM University Challenge strategic plan. Funds are being distributed in ways that support the academic mandate of NOSM University and the needs of distributed clinical faculty.
- The **NOAMA AFP** has been successfully negotiated to include \$3 million dollars in retroactive funding for 2020-21 year, and an additional \$5 million in 2021-22, and \$6.5 million in 2022-23 bringing the total annual funding to \$10 million for 2020-21. An allocation of \$12 million has been made for the current year and \$13.5 million thereafter.
- The President and the NOAMA Board co-commissioned a review of the NOAMA AFP by Dr. Robert Bell. This review has produced significant recommendations for both institutions including better governance, accountability, and organizational structures such as departments that are now being explored in recent meetings with Section chairs, LEGs and family medicine leadership.

Previous versions of the President's Engagement Report are available here.



Forging Community

Jun 6, 2023 | Planning
[read more](#)



Transform Health Human Resources Planning

Sep 21, 2023 | Planning
[read more](#)



Two Northern Ontario communities share successes with recruitment

Sep 21, 2023 | Planning
[read more](#)



STRATEGIC DIRECTION # 2

Advance Social Accountability

As a medical university founded with a social accountability mandate, we challenge ourselves to make a difference and lead the transformation of our health system in Northern Ontario. Through the value of social accountability, NOSM University, along with graduates, faculty, learners, and staff, will lead this transformation.

Integrated, customised, evidence-based holistic health-care service models for Northern Ontario

- NOSM University is graduating physicians and allied health professionals who are leaders in transforming health-care systems and improving population health outcomes. Many alumni are now teaching and researching at NOSM University. They continue to lead advocacy and community engagement that is both grounded in the community and renews community relationships and outreach.
- It's been two years since the Centre for Social Accountability was established at NOSM University. In September 2023, the Temerty Foundation, established by James and Louise Temerty, made a \$10 million gift to support NOSM University medical students and to advance and grow social accountability and health equity initiatives. In recognition of this transformational gift, NOSM University's Centre for Social Accountability was renamed the Dr. Gilles Arcand Centre for Health Equity.
- Through the Dr. Gilles Arcand Centre for Health Equity, NOSM University is leading the development of Northern Ontario-centered policies that improve population-based health indicators. Community impact activities include:
 - Leading the ongoing implementation and renewal of the NOSM University Physician Tracking Study, which serves as a key resource for understanding the individual, educational, and practice-based factors that impact physician training and practice location in Northern Ontario (currently 1646 learners have been recruited to participate).
 - Hosting the National Gathering of the 7 Nourish Cohorts in Thunder Bay focused on food sovereignty in health care.
 - The Centre is supporting three community projects through the inaugural \$10K Social Accountability Challenge, two through the Indigenous Climate Change Stream, and one in the Planetary Health Stream. This award gave communities the opportunity to address local priority concerns about climate change and the social determinants of health in Northern Ontario, with a focus on youth-led initiatives.

Social accountability in everything we do

- In **2022-2023**, The Dr. Gilles Arcand Centre for Health Equity:
 - Launched a Research Affiliates program, welcoming 12 new Affiliates who represent a variety of backgrounds, identities, communities, and institutions.
- Contributed to 12 peer-reviewed publications, with several leading high-impact journals such as *Medical Teacher*, *Canadian Medical Education Journal*, and the *Journal of Rural Health*. A notable example is an article published in the journal of the College of Family Physicians of Canada authored by NOSM University student Nusha Ramsoondar, alumnus Dr. Alex Anawati and researcher Dr. Erin Cameron, titled ***Racism as a determinant of health and health care.***
- Awarded nearly \$3 million in grant funding to support multidisciplinary research projects and researchers at NOSM University and our partners.
- Deepened its existing partnership with Towards Unity for Health (TUFH), a network of networks with over 15,000 institutional and individual members committed to social accountability and health equity. As part of this partnership, the Centre will be launching a joint fellowship program to build social accountability capacity within NOSM University and internationally.
- Deepened its role with the Association of Medical Education of Europe's social accountability panel.
- Hosted the International Social Accountability and Accreditation Steering Committee (ISAASC). Its primary task is the coordination and communication of three action groups (Advocacy, Capacity Building, and Standards) focused on the role of

accreditation in advancing positive change towards social accountability.

Recognition as a change agent for social accountability

- In September 2022, NOSM University launched a Francophone curricular initiative to address health inequities in the North by offering its medical students the option to study in French. The pilot is rolling out over four years, with additional years of the MD curriculum added as the first cohort progresses through their studies. Francophone students currently participate in small group learning in French throughout their first two years of medical school. While on campus, they also interact with Francophone Standardized Patients in some of the clinical skills sessions.
- A **strategy for global health and international partnership priorities** founded on the principles of social accountability was developed.



The Okanagan Charter
Sep 25, 2023 | Community
[read more](#)



NOSM University aligns education programs with societal and community needs
Sep 25, 2023 | Community
[read more](#)



Temerty Foundation makes amazing investment in health equity
Sep 21, 2023 | Community
[read more](#)



STRATEGIC DIRECTION # 3

Innovate Health Professions Education

NOSM University is attracting the next generation of health professionals who can implement solutions to today's most complex scientific and health questions and thereby improve health outcomes for Northern Ontarians. Learners embrace authentic experiences—ones that are relevant to preparing them for the complexities of practising in rural and remote communities.

Excellence in health professions education

- In May 2023, the MD program achieved full accreditation from the Committee on Accreditation of Canadian Medical Schools (CACMS) until 2028. The Postgraduate Medical Education program received full accreditation status in its 2021 external review by the Canadian Residency Accreditation Consortium (CanRAC).
- Other accredited programs at NOSM University include the Northern Ontario Dietetic Internship Program (NODIP), Medical Physics Residency Education Program, and the Physician Assistant Program—a University of Toronto degree delivered in collaboration with NOSM University and The Michener Institute of Education at University Health Network—which has been recently accredited by Accreditation Canada Equal.
- NOSM University has been at the forefront of distance teaching and learning since opening in 2005 and has kept pace with emerging technologies. For instance, the MD program has integrated virtual care delivery models into its Community Learning Sessions (CLS) with some of these sessions transformed into interprofessional education opportunities by virtually including dietetic and other health professions learners.
- Students in the MD program continue to perform exceedingly well on the Medical Council of Canada Qualifying Exam Part I—part of the requirements for a new physician to work towards a full and unrestricted license to practise. The scores in 2021 and 2022 for NOSM University MD students were 264 and 267 respectively, compared to the mean score for Canadian Medical Graduates of 263 and 258.

EDUCATION

Leading-edge curricula

- NOSM University offers opportunities to incorporate virtual reality technology as a means for students to practice clinical skills and to assess students in objective structured clinical examination type settings. With the accelerated advancement of Generative Artificial Intelligence in the higher education sector, the university has also recently created an **AI-focused working group** which will develop a university-wide approach to the use of AI in medical and health professions education.
- Postgraduate residency programs continue to provide learners with exposure to virtual care and patient interaction across Northern Ontario. Virtual primary care has drastically changed through the pandemic, and NOSM University residency training has continually been renewed to reflect both training and patient needs.
- NOSM University's Continuing Education and Professional Development (CEPD) team delivers faculty development (FD) and continuing medical education (CME) activities both in person and virtually. Virtual offerings are both synchronous and asynchronous. The Health Sciences Development Series workshops have been completed by over 150 Health Sciences preceptors between January 2022 and October 2023.
- To further develop life-long learning and enhance CEPD, in 2024, NOSM University will bring together a broader group of faculty for four of its signature events in one centralized location—Northern Constellations, Northern Connections, Northern Lights, and NOSM University's Achievement Celebration.

- The Indigenous Peoples' Health and Wellness and the Rural Generalist Complementary Studies programs as well as the Voie vers la médecine en français (Francophone Curricular Initiative) are strong indicators of new innovations. Also, under way are curricula in Global Health led by Dr. Alex Anawati, and Planetary Health led by Dr. Elaine Blacklock. NOSM University joined the other 17 Faculties of Medicine in Canada in signing the **Declaration on Planetary Health**.

Program expansion

- In September 2023, the MD program expanded enrollment to 79 learners, up from 64 learners in 2021. Enrollment is slated to increase incrementally up to 108 new learners in 2026. A steady state of 108 learners at entry across the four years of the program is expected to be achieved in 2029. This will bring the total number of medial students from 286 in 2023 to 432 in 2029.
- An equal expansion within the Residency Programs will double the number of entry level resident learners from 60 in 2022 up to 123 in 2028. This will be achieved by expanding enrollment in existing residency programs, such as Family Medicine, Anesthesia and Psychiatry, but also by adding new residency programs such as Obstetrics and Gynecology (in collaboration with the University of Toronto at first), Urology (approved in October 2023) and the Family Medicine Enhanced Skills Program, with a third-year specialization in Sport and Exercise Medicine and Addictions Medicine.

- As a first step in developing new health programs, either independently or in close partnership with other higher education institutions in the province, NOSM University has executed an affiliation agreement with Algoma University and a memorandum of understanding with the University of Waterloo, with other agreements under consideration. The creation of the Office of Provost and Vice President Academic in February 2023 will ensure that this specific institutional mandate can move forward in a collaborative, structured and strategic way.

New pathways to health education

- NOSM University's successful CampMed, Discovery Days in Health Sciences, Indigenous Student Multiple Mini-Interview (MMI) Workshop and other initiatives to engage with young Francophone and Indigenous learners introduces the possibilities for careers in health-related fields at a young age and informs high school and university students about admissions opportunities with NOSM University. Working in conjunction with Indigenous Affairs, Francophone Affairs as well as various elementary, senior elementary and postsecondary institutions in Northern Ontario, NOSM University hosts and participates in multiple youth recruitment events throughout the year.

Admissions program that meets the needs of Northern Ontario

- The Admissions and Learner Recruitment (ALR) team works collaboratively with the Associate Dean, Equity and Inclusion to define diversity targets for all programs with a strategic focus on Indigenous, Francophone, rural and racialized populations. The team is also continuously optimizing the algorithms to determine the context score that is used for the MD program admission process. The ALR team is developing a Black Admissions Sub Committee and stream for the 2025 admission cycle.
- The Admission and Learner Recruitment team currently monitors admissions data for the UME program and will implement a university-wide approach to monitor and report admission data for all educational programs at NOSM University for the upcoming academic year.

A healthy and safe working and learning environment

- A new online **Virtual Health and Wellness Hub** for learners that also incorporates the services of Homewood Health program was launched this Fall 2023.



NOSM University Undergoes Historic Expansion

Jun 7, 2023 | Education
[read more](#)



Physiotherapist Brock Chisholm honoured with Lifetime Achievement Award

Sep 21, 2023 | Education
[read more](#)



MD program receives full eight-year accreditation

Sep 26, 2023 | Education
[read more](#)



STRATEGIC DIRECTION # 4

Strengthen Research Capacity in Northern Ontario

NOSM University embraces collaboration and knows that only through strategic partnerships can we leverage the best available data sets to inform our work, strengthen our research profile and remain frontrunners in critical new research around health equity in Northern Ontario. We still aspire to be the “connective tissue” between research entities, Northern Ontario Health Teams (OHTs), research institutes and hospitals.

Establish research partnerships, networks and clusters, including those with a cultural focus

- NOSM University is an active partner in the Northern Ontario Health Innovation Cluster, which facilitates stronger research ties with the two Academic Health Sciences Centres, their respective research institutes and with NOAMA. The **Health Research Town Halls** are an example where the Cluster supported a series of regular presentations encouraging the development of research networks.
- A formal relationship was established with the **Network Towards Unity for Health**.
- NOSM University joined the Association of Faculties of Canada (AFC) in advocacy or increased funding for biomedical research by tri-council agencies.

Strong capacity in research and clinical processes

- NOSM University launched a Master of Medical Studies graduate program.
- The establishment of the Practice Based Research Network for primary care, now the NOSM Research Toward Health Hub (NORTH), as well as a strengthening of the relationship with ICES North, supports a growing pool of researchers using large data sets.
- We have invested in administrative infrastructure to support and track research productivity. The ROMEO portal was launched in the fall of 2022, we have licensed software to help track research productivity and have published two **Research Annual Reports** (2021 & 2022).

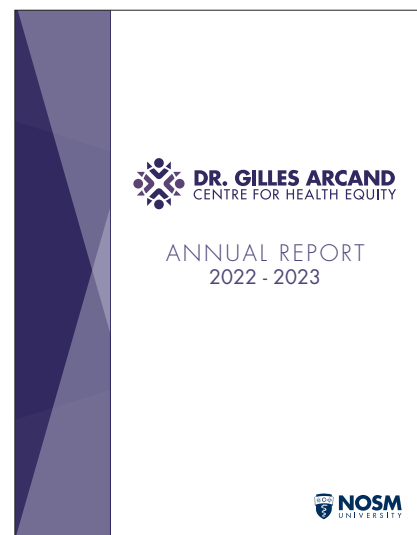
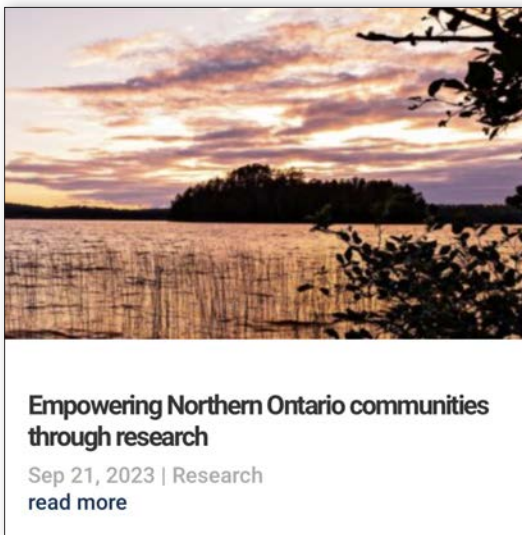
- Dr. Rob Ohle was appointed the Heart and Stroke Foundation/NOSM University Chair in Indigenous and Rural Health Research.

Develop interdisciplinary centres

- NOSM University's cut the ribbon on its first research centre. The Dr. Giles Arcand Centre for Health Equity (formerly the Centre for Social Accountability), led by Dr. Erin Cameron, has a growing network of affiliated researchers, and has already secured millions in research funding and donor dollars.

New research opportunities for learners and faculty

- Following consultation with stakeholders, NOSM University's first **research priorities** were established. Those priorities align with the research activities of key partners, guide faculty recruitment and provide focus for internal funding opportunities.
- A substantial effort is now underway to plan and build the research administrative components required of a university.





STRATEGIC DIRECTION # 5

Becoming a University

By order of the *Northern Ontario School of Medicine University Act (2021)*, NOSM University officially came into existence on April 1, 2022. A recognized trailblazer, it continues to shape what it means to be an independent medical university in Canada.

Establish effective governance

- An inaugural **Board of Governors** was unveiled November 24, 2022; the inaugural **Senate**, with sole responsibility over the quality and accreditation of programs, was established March 31, 2023.
- **Dr. Céline Larivière was appointed** inaugural Provost and Vice President Academic and is responsible for institutional planning and academic administration of all education programs involving students, members of Senate, governance and academic committees, and academic programs.
- **Dr. Cindy Blackstock was appointed** NOSM University's inaugural Chancellor May 26, 2023.
- NOSM University joined the Council of Ontario Universities, with a pledge to embrace new degrees, certificates and educational and research opportunities befitting a university and thereby meet the expectations of the Council.
- NOSM University submitted a position paper to the Blue-Ribbon Panel for the Ministry of Colleges and Universities outlining the need for financial sustainability, real estate concerns and advocating for an unfreeze of tuition fees.
- NOSM University's expansion will be the largest among medical schools in Ontario with a total of 108 seats, nearly doubling the capacity of our MD program; at the same time, we will go from 60 postgraduate positions to 123 by 2028. Through in person appeals to the Minister of Colleges and Universities, the Minister of Health and the Premier's Office, the President had been requesting a 29% increase in funding for all expansion positions. This request is aligned with the submission of the Council of Ontario Faculties of Medicine.

Set the stage for future growth by strengthening the foundation

- In keeping with the formation of appropriate operational structures for the formation of a university, the Office of the Registrar was established reporting to the Provost and Vice President Academic.

- Dr. Sarita Verma has been appealing widely to town and city councils across Northern Ontario to support a bid to the province for an additional \$4 million in annual base funding.

Maintain academic excellence through transition to NOSM University

- NOSM University's Institutional Quality Assurance Process (IQAP) is now fully implemented as of October 5, 2023. This quality assurance framework allows the institution to conduct cyclical program reviews, allows programs to undertake major modifications and provides guidance for new program development at NOSM University. This represents a major milestone in the university's journey as an independent higher education institution.

Build an appropriate research structure befitting a standalone University

- NOSM University and Lakehead University signed a five-year research agreement.
- A new research agreement was negotiated with Laurentian University. Where NOSM University has emerged to play a critical role in Northern and rural medical and clinical research, Laurentian has the systems and supports in place to enable such a high level of research.

- NOSM University and Algoma University signed a collaboration agreement to address mental health and addictions challenges.
- With its upcoming expansion, NOSM University continues to provide answers to solving health care shortages in our region—work that was recently featured in an online video series from the the Ontario Medical Association (OMA).
- Featured first in the launch of the OMA's Centred on Care video series, Dr. Verma spoke to the University's innovation and impact. This was a great opportunity to reintroduce NOSM University to all Ontarians and reiterate that we remain laser-focused on what we've been doing for two decades: helping the people of Northern Ontario live longer, healthier lives.



Working with the Dream Team



Meet "Nsidwaamjigan," ceremonial object created to open NOSM University convocations



STRATEGIC ENABLER #1

Valuing Our People

- Established (2023) a Leadership Development Program for faculty and directors through the Schulich Executive Education Centre Leadership Excellence Program, which drew participation from 38 enthusiastic individuals.
- Pioneered a performance management system emphasizing professional development and review. This system has been through its initial pilot and is set for rollout in 2024. It will help facilitate constructive feedback, align individual goals with the university's mission, and further enhance our status as a top employer.
- Implemented initiatives including working from home and flexible work arrangements, programs which enhance employee satisfaction and promote a healthier work-life balance.
- Introduced the Healthcare of Ontario Pension Plan (HOOPP). Its associated benefits are a testament to our dedication to the financial security and well-being of our employees.



STRATEGIC ENABLER #2

Managing Our Resources

- Continuing to implement strategic measures to achieve operational efficiencies, reduce duplication/overlap, and make process improvements to mitigate the structural deficit and prepare the university for expansion. This includes renegotiating contracts, optimizing workflows, and reallocating resources as necessary. The recent settlement with OPSEU Local 677 Unit 1 is a testament to our ongoing commitment to fiscal due diligence.
- Pursuing various avenues to diversify our revenue sources. Priorities include the establishment of a committee to yield the highest possible return on investments and generating revenue from contracted services. This strategy has already provided NOSM University with additional revenue streams, while maintaining continued fiscal due diligence. **Fundraising is at an all-time high.**
- Exploring the establishment of a new responsibility-centered management budgeting approach that emphasizes the efficient and effective use of resources in a decentralized manner. This is being done in an ongoing commitment to address the identified structural deficit.



STRATEGIC ENABLER #3

Investing in Our Infrastructure

- Refreshing information technology is continuous, with new audiovisual equipment installed on the Sudbury campus to increase the effectiveness of simulated patient interactions. In the summer of 2024, the Thunder Bay campus will receive a refresh of its systems.
- Working on new platforms for supporting new types of longitudinal research and expanding our capacity to store long-term research data. Together with our academic programs, IT will pilot new virtual reality technologies that simulate patient interactions in clinical environments.
- Investigating applications that measure our carbon footprint relative to our campus size, complement of campus employees/learners/visitors, and travel practices. This technology will enable us to establish benchmarks and set annual targets for carbon emissions.
- A master plan for the future of NOSM University at both campuses has been under development for a year. Its completion awaits the outcomes of government purchases of properties at Laurentian University that include the NOSM U buildings and the ongoing settlement of the occupancy relationship with Lakehead University.



Respect the Difference.™

STRATEGIC ENabler #4

Sustaining Our Resilience

- Working to strengthen a culture of wellness, respect, and equity, in part by collaboratively developing an Equity Strategy based in anti-racist principles. This living document includes recommendations from NOSM University groups such as the Indigenous Reference Group and Francophone Reference Group, as well as external entities such as the Truth and Reconciliation Commission, Rainbow Health Ontario, and the Black Medical Students' Association of Canada. The strategy focuses on critical strategies for advancing health, wellbeing, and resilience throughout the university through actions such as phasing-in requirements for Active Offer and Indigenous cultural safety, strengthening distinctions-based pathways, and increased cultural and linguistic support.
- Stakeholder and partner relations expanded to include the establishment of both the Black Health Group and Black Admissions Sub-Committee.
- A new statement has been developed to support harmonization of appropriate self-identification policies and practices throughout the whole university.
- A renewed commitment to LGBTQ2IA+ support has been integrated into the equity strategy.
- NOSM U has refreshed and updated its policies and procedures in compliance with MCU requirements including those on **accessibility** for persons with disabilities and established comprehensive procedures for accommodations for all learners.



Awards and Recognition (September 15 - November 1, 2023)

There are many outstanding faculty, learners, and staff at NOSM University who make a difference in their community. Miigwetch, merci, and thank you for your ongoing work and commitment.

Dr. Cheri Bethune, NOSM University Professor, was honoured with the Jim Ruderman Family Medicine Education Leadership Award at the Family Medicine Forum (FMF) in Montreal.

Dr. Cindy Blackstock, NOSM University's Chancellor, was honoured with the 2023 World's Children's Prize, also known as the "Children's Nobel Prize," for her efforts to end discrimination against First Nations children. This award celebrates those who advocate for the Rights of the Child, democracy, and sustainable development, and is voted on by children between the ages of 10 and 18 from around the world.

Dr. Ève Boissonneault received a Family Medicine Resident Award for Scholarly Achievement at FMF.

Kristiina Frechette, medical student, was awarded the 2023 Medical Student Scholarship from the College of Family Physicians of Canada. This national award recognizes a top medical student with a demonstrated commitment to family medicine.

Mishomis Frank Ozawagosh received a Lifetime Achievement Award in honour of his significant contributions to Atikameksheng Anishnawbek First Nation.

Dr. Chad Prevost received a Family Medicine Resident Award for Scholarly Achievement at FMF.

Dr. Sebastian Richard received a Family Medicine Resident Award for Scholarly Achievement at FMF.

Kathleen Walsh received a Research Award for Family Medicine Residents and a Family Medicine Resident Scholarship at FMF.

NOSM University is the co-recipient of a national prize for excellence in Francophone community engagement. The Prix de l'Engagement communautaire, awarded annually by the Société Santé en français, recognizes success in ensuring quality services for the Francophone community in a minority-language context. The award goes to an organization that has engaged Francophones in evaluating their needs and determining the kind of services they require.

Across Northern Ontario, many have taken up The NOSM University Challenge. Learn more about the activities happening across the region—and how people are meeting the challenge—in past issues of the President's Report.

